

URBAN/MUNICIPAL  
CAY ON HBL V89  
A35  
1995

AGENDA/MINUTES  
HAMILTON ENTERTAINMENT  
AND CONVENTION FACILITIES INC.  
MEETING OF THE BOARD OF  
DIRECTORS  
JAN 27/95







HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, January 27, 1995  
8:00 a.m.

Hamilton Convention Centre - Albion A

ORDER OF BUSINESS

HAMILTON PUBLIC LIBRARY  
JAN 24 1995  
GOVERNMENT DOCUMENTS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

*ACTION ITEMS*

- |    |                                                                             |              |
|----|-----------------------------------------------------------------------------|--------------|
| A. | Operations Committee First Report                                           | Attachment A |
| B. | Finance & Administration First Report                                       | Attachment B |
| C. | Community Dinner : Ad and Sales Dinner/Distinguished<br>Citizen of the Year | Attachment C |
| C. | Community Dinner : CYO Celebrity Dinner                                     | Attachment D |

*INFORMATION ITEMS*

- |     |                                                                                         |              |
|-----|-----------------------------------------------------------------------------------------|--------------|
| 2.  | Correspondence                                                                          | Nil          |
| 3.  | Minutes of Regular Meeting Held December 15, 1994                                       | Attachment 3 |
| 3.1 | Errors or Omissions                                                                     |              |
| 3.2 | Motion for Approval                                                                     |              |
| 4.  | Business Arising From the Minutes                                                       |              |
| 5.  | Private and Confidential                                                                |              |
| 5.1 | Contractual Matters                                                                     |              |
| 6.  | New Business                                                                            |              |
| 7.  | Other Business                                                                          |              |
| 8.  | Date of Next Meeting: Friday, February 24, 1995 - 8:00 a.m.<br>Location To Be Announced |              |
| 9.  | Adjournment                                                                             |              |

URBAN MUNICIPAL

JAN 25 1995

GOVERNMENT DOCUMENTS

OUTSTANDING BUSINESS

Nil

Please Note: Date of H.E.C.F.I. WORKSHOP has been changed to Monday, March 27, 1995, 4:00 p.m.

January 23, 1995  
Patricia Bennett  
Secretary to the Board of Directors







A

## OPERATIONS COMMITTEE FIRST REPORT

The Operations Committee presents its **FIRST** Report from its meeting held January 17, 1995 and respectfully recommends approval of the following:

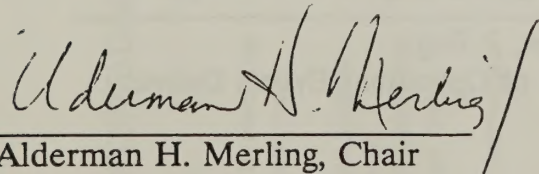
1. 1995 - 2004 Provisional Capital Budget

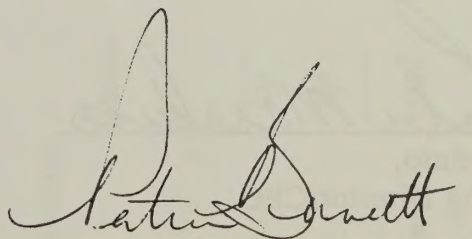
**THE 1995 - 2004 PROVISIONAL CAPITAL BUDGET BE APPROVED AS AMENDED AND FORWARDED TO THE FULL BOARD.**

2. Hamilton Convention Centre - Linen Supply/Cleaning: Acceptance of Tender Submitted by Canadian Linen Supply Co. Ltd.

1. **THE TENDER SUBMITTED BY CANADIAN LINEN SUPPLY CO. LTD., HAMILTON, FOR THE SUPPLY AND CLEANING OF TABLE LINENS FOR THE CONVENTION CENTRE FOR THE TERM COMMENCING 1995 JANUARY 1 AND ENDING 1997 DECEMBER 31, BE ACCEPTED; and**
2. **THE COST RELATING TO THIS SERVICE BE FINANCED FROM THE OPERATING BUDGET ACCOUNT NUMBER HE 56360 82201- CONVENTION CENTRE, LINEN CLEANING.**

Respectfully submitted,

  
Alderman H. Merling, Chair  
ps

  
Patricia Bennett, Secretary





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

FOR ACTION

MEMO TO : **OPERATIONS COMMITTEE  
FINANCE AND ADMINISTRATION COMMITTEE**

FROM : Mr. G. Macaluso,  
Managing Director/CEO

: Mr. B. Calder, P.Eng.,  
Director of Operations/Events Delivery

: Mr. J. A. Leuser, C.A.,  
Director of Finance and Administration

DATE : 1995 January 10

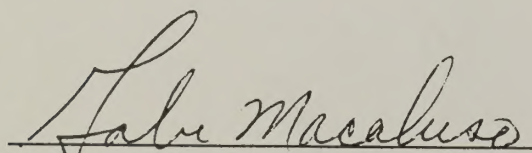
SUBJECT : 1995 ~ 2004 Provisional Capital Budget

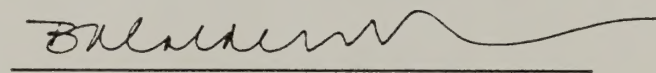
**RECOMMENDATION:**

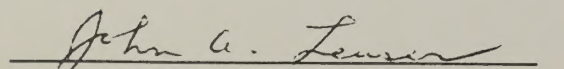
**THAT THE OPERATIONS AND FINANCE AND ADMINISTRATION COMMITTEES CONSIDER THE ATTACHED CAPITAL PROJECTS FOR CONSIDERATION IN THE TEN YEAR 1995~2004 PROVISIONAL CAPITAL BUDGET TO BE REVIEWED AND RECOMMENDED BY THE CITY MANAGEMENT TEAM FOR CONSIDERATION OF THE COMMITTEE OF THE WHOLE AND CITY COUNCIL.**

**BACKGROUND:**

Please refer to the attached Summary and accompanying individual Capital Project Submission forms.

  
G. Macaluso,  
Managing Director/CEO

  
B. Calder, P.Eng.  
Director of Operations/Events Delivery

  
J. A. Leuser, C.A.,  
Director of Finance and Administration

Copps  
Coliseum



# HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. ~ ~ 1995 TO 2004 CAPITAL BUDGET PROGRAMME

| <u>Project Description</u>                                   | <u>1995</u> | <u>1996</u>       | <u>1997</u> | <u>1998</u> | <u>1999</u>          | <u>2000</u> | <u>2001</u> | <u>2002</u> | <u>2003</u> | <u>2004</u>        |
|--------------------------------------------------------------|-------------|-------------------|-------------|-------------|----------------------|-------------|-------------|-------------|-------------|--------------------|
| Replacements and Renovations<br>for Facilities and Equipment | 95          | 220               | 245         | 370         | 325                  | 300         | 230         | 200         | 180         | 300 <sup>New</sup> |
| <u>Hamilton Convention Centre:</u>                           |             |                   |             |             |                      |             |             |             |             |                    |
| ~ Carpet Replacement                                         |             | 350-Cost Increase |             |             |                      |             |             |             |             |                    |
| ~ Roofing System Replacement                                 |             |                   |             |             | 355-Delayed One Year |             |             |             |             |                    |
| ~ Refurbish Beverage Areas<br>and Equipment                  |             |                   |             |             | 100-New              |             |             |             |             |                    |
| ~ Parapet Wall Reconstruction                                | 70-New      |                   |             |             |                      |             |             |             |             |                    |
| <u>Hamilton Place:</u>                                       |             |                   |             |             |                      |             |             |             |             |                    |
| ~ Casual Furniture Replacement                               | 60          | 340               |             |             |                      |             |             |             |             |                    |
| ~ Great Hall Seating<br>Replacement                          |             |                   |             |             | 200-Delayed One Year |             |             |             |             |                    |
| ~ Carpet Replacement                                         |             |                   |             | 230         |                      |             |             |             |             |                    |
| ~ Entrance Doors/Vestibule<br>Modifications                  | 60-New      |                   |             |             |                      |             |             |             |             |                    |
| <u>Copps Coliseum:</u>                                       |             |                   |             |             |                      |             |             |             |             |                    |
| ~ Carpet/Replacement Flooring                                |             | 60-New            |             |             |                      |             |             |             |             |                    |
| ~ Refurbish Exterior<br>Electronic Sign                      | 100-New     |                   |             |             |                      | 200-New     |             |             |             |                    |
| <u>Corporate:</u>                                            |             |                   |             |             |                      |             |             |             |             |                    |
| ~ FMS                                                        |             |                   |             | 300         | 300                  |             |             |             |             |                    |
| <b>TOTAL REQUEST</b>                                         | 635         | 620               | 900         | 900         | 625                  | 500         | 230         | 200         | 180         | 300                |
| Approved 1994 to 2003                                        | 760         | 770               | 245         | 900         | 625                  | 300         | 230         | 200         | 180         | 0                  |
| Over or (Under) Approved<br>1994 to 2003                     | (125)       | (150)             | 655         | 0           | 0                    | 200         | 0           | 0           | 0           | 300                |



**The Corporation of the City of Hamilton**

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

**1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM**

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre - Replacement of Carpet
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replace floor carpeting in corridors, meeting rooms, banquet hall and offices. Approximately 6,500 square yards of carpeting will be replaced. A unit price of approximately \$54.00 per square yard is budgeted for removal, purchase and installation. Replacement is necessary to improve and update the appearance of the Convention Centre.
4. DEPARTMENT PRIORITY ORDER: 1
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): June 1995
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): August 1995
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 350,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 350,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|        |    |                 |        |    |       |
|--------|----|-----------------|--------|----|-------|
| - 1995 | \$ | <u>350,000.</u> | - 2000 | \$ | _____ |
| - 1996 | \$ | _____           | - 2001 | \$ | _____ |
| - 1997 | \$ | _____           | - 2002 | \$ | _____ |
| - 1998 | \$ | _____           | - 2003 | \$ | _____ |
| - 1999 | \$ | _____           | - 2004 | \$ | _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:
- |     |                                    |       |    |       |
|-----|------------------------------------|-------|----|-------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____ |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (d) | NET CITY'S COST                    | _____ | \$ | 0     |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____ |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (h) | NET CITY'S COST                    | _____ | \$ | 0     |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:
- |     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:
- (a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes    

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

- (b) If no, the basis of assumptions Based on unit costs provided by prospective suppliers.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:  
The Convention Centre must continue to improve and update its physical appearance so as to remain competitive with other regional and provincial facilities.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No     Yes x; if yes,

- |     |                                        |                   |
|-----|----------------------------------------|-------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>167.0</u>      |
| (b) | AT CITY'S COST OF                      | <u>\$240,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1995</u>       |

Salvador Macaluso  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):

- |      |                                         |          |
|------|-----------------------------------------|----------|
| (a)  | NATURE OF PROPOSED FINANCING:           | _____    |
| (b)  | RESERVE/CAPITAL LEVY FUNDING AVAILABLE: |          |
|      | Yes <u>   </u> No <u>   </u>            |          |
| (c)  | IF DEBENTURE FINANCING:                 |          |
| (i)  | ANNUAL DEBENTURE FINANCING COST:        | \$ _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT:   | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

**1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM**

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Various Replacements & Renovations for Facilities & Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for various replacements of and renovations to the facilities and equipment necessary to ensure than a good state of repair is maintained. This allowance is established collectively for the three buildings.
4. DEPARTMENT PRIORITY ORDER: 2
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) x
  - (b) HEALTH/SAFETY/ENVIRONMENT x
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): April 1995
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): December 2004
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 2,465,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 2,465,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|        |    |                 |        |    |                 |
|--------|----|-----------------|--------|----|-----------------|
| - 1995 | \$ | <u>95,000.</u>  | - 2000 | \$ | <u>300,000.</u> |
| - 1996 | \$ | <u>220,000.</u> | - 2001 | \$ | <u>230,000.</u> |
| - 1997 | \$ | <u>245,000.</u> | - 2002 | \$ | <u>200,000.</u> |
| - 1998 | \$ | <u>370,000.</u> | - 2003 | \$ | <u>180,000.</u> |
| - 1999 | \$ | <u>325,000.</u> | - 2004 | \$ | <u>300,000.</u> |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |  |      |
|-----|------------------------------------|--|------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     |  |      |
| (b) | GROSS COST (All Inclusive)         |  | \$   |
| (c) | LESS RECOVERY/REVENUE              |  | \$   |
| (d) | NET CITY'S COST                    |  | \$ 0 |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) |  |      |
| (f) | GROSS COST (All Inclusive)         |  | \$   |
| (g) | LESS RECOVERY/REVENUE              |  | \$   |
| (h) | NET CITY'S COST                    |  | \$ 0 |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |   |
|-----|-----------------------------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | 0 |
| (b) | IN THE COMMUNITY            | 0 |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes   

\_\_\_\_\_ If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on initial purchase and anticipated replacement costs.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failing to maintain and replace building components, systems and equipment will result in building and image deterioration, likely to adversely affect HECFI's ability to attract and deliver events.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No    Yes x; if yes,

|     |                                        |                                 |
|-----|----------------------------------------|---------------------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>161.1 to 161.9 inclusive</u> |
| (b) | AT CITY'S COST OF                      | <u>\$2,190,000.</u>             |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1995</u>                     |

Fabrizio Macaluso January 23 1995

Signature of Department Head/ Date  
Local Board Manager

16. FUNDING (Treasury Department To Complete):

|      |                                         |    |
|------|-----------------------------------------|----|
| (a)  | NATURE OF PROPOSED FINANCING:           |    |
| (b)  | RESERVE/CAPITAL LEVY FUNDING AVAILABLE: |    |
|      | Yes <u>  </u> No <u>  </u>              |    |
| (c)  | IF DEBENTURE FINANCING:                 |    |
| (i)  | ANNUAL DEBENTURE FINANCING COST:        | \$ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT:   | \$ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



**PROJECT NAME: Various Replacements and Renovations for Facilities and Equipment**

| <u>Facility/Project</u>             | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> | <u>2002</u> | <u>2003</u> | <u>2004</u> |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b><u>A. Convention Centre</u></b>  |             |             |             |             |             |             |             |             |             |             |
| 1. banquet chairs/tables            | 45          |             |             |             |             |             |             | 40          | 40          |             |
| 2. kitchen equipment                |             | 60          |             |             | 60          | 50          | 50          |             |             |             |
| 3. casual furniture/<br>furnishings |             | 30          | 90          | 120         | 90          | 30          |             | 30          |             | 100         |
| 4. major repairs/<br>renovations    |             |             |             |             |             |             |             |             |             |             |
| <b>SUB TOTAL</b>                    | <b>45</b>   | <b>90</b>   | <b>90</b>   | <b>120</b>  | <b>150</b>  | <b>80</b>   | <b>50</b>   | <b>70</b>   | <b>40</b>   | <b>100</b>  |
| <b><u>B. Hamilton Place</u></b>     |             |             |             |             |             |             |             |             |             |             |
| 1. follow spots                     |             | 75          | 25          |             | 25          |             |             |             |             |             |
| 2. vinyl flooring                   |             |             |             | 120         |             |             |             |             |             |             |
| 3. stage deck                       |             |             |             |             |             | 80          |             |             |             |             |
| 4. stage fly system                 |             |             | 60          | 60          | 60          |             |             | 30          | 30          | 100         |
| 5. window retrofit                  | 40          |             | 30          |             | 30          |             | 30          |             |             |             |
| 6. major repairs/<br>renovations    |             |             |             |             |             |             |             |             |             |             |
| <b>SUB TOTAL</b>                    | <b>40</b>   | <b>75</b>   | <b>115</b>  | <b>180</b>  | <b>115</b>  | <b>80</b>   | <b>30</b>   | <b>30</b>   | <b>30</b>   | <b>100</b>  |



PROJECT NAME: Various Replacements and Renovations for Facilities and Equipment

Page 2

| <u>Facility/Project</u>             | <u>1995</u> | <u>1996</u> | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> | <u>2002</u> | <u>2003</u> | <u>2004</u> |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <u>C. Copps Coliseum</u>            |             |             |             |             |             |             |             |             |             |             |
| 1. control booth                    | 10          | 15          |             |             |             |             | 50          |             |             |             |
| 2. casual furniture/<br>furnishings |             | 40          |             |             | 35          | 100         |             | 40          |             |             |
| 3. seating                          |             |             |             |             |             |             |             |             |             |             |
| 4. lighting control                 |             |             |             | 50          | 25          | 40          | 100         | 60          | 50          | 100         |
| 5. sound system                     |             |             | 40          | 20          |             |             |             |             | 60          |             |
| 6. major repairs/<br>renovations    |             |             |             |             |             |             |             |             |             |             |
| SUB TOTAL                           | 10          | 55          | 40          | 70          | 60          | 140         | 150         | 100         | 110         | 100         |
| GRAND TOTAL                         | 95          | 220         | 245         | 370         | 325         | 300         | 230         | 200         | 180         | 300         |



The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre - Repairs to Exterior Elevated Walkway
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Repair to parapet wall i.e. replace bricks and mortar, installation of metal cap along top of wall. Install metal flashing along top of concrete deck and up exterior wall so as to prevent water seepage through crack at base of wall. Replace damaged cedar soffits in ceiling of exterior stairwell.
4. DEPARTMENT PRIORITY ORDER: 3
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): June 1995
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): July 1995
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 70,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 70,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|        |    |                |        |    |       |
|--------|----|----------------|--------|----|-------|
| - 1995 | \$ | <u>70,000.</u> | - 2000 | \$ | _____ |
| - 1996 | \$ | _____          | - 2001 | \$ | _____ |
| - 1997 | \$ | _____          | - 2002 | \$ | _____ |
| - 1998 | \$ | _____          | - 2003 | \$ | _____ |
| - 1999 | \$ | _____          | - 2004 | \$ | _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:
- |     |                                    |       |             |
|-----|------------------------------------|-------|-------------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ |             |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ _____    |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ _____    |
| (d) | NET CITY'S COST                    | _____ | \$ <u>0</u> |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ |             |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ _____    |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ _____    |
| (h) | NET CITY'S COST                    | _____ | \$ <u>0</u> |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:
- |     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:
- (a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION
- No \_\_\_\_\_ Yes x Refer to attached memorandum dated 1994 January 19  
If yes, signature of Manager of Architectural Division
- (b) If no, the basis of assumptions \_\_\_\_\_

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:  
Parapet wall will continue to deteriorate resulting in a more costly repair at a later date. Costly water damage may result in floors below. Unsightly appearance of deteriorating cedar ceiling will get progressively worse.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
- No x Yes \_\_\_\_\_; if yes,
- (a) PROJECT NO. (1994-2003 Capital Budget) \_\_\_\_\_
- (b) AT CITY'S COST OF \$ \_\_\_\_\_
- (c) SCHEDULED TO START IN THE YEAR \_\_\_\_\_

*John Macaluso* 1994 November 4  
Signature of Department Head/ Date  
Local Board Manager

16. FUNDING (Treasury Department To Complete):
- (a) NATURE OF PROPOSED FINANCING: \_\_\_\_\_
- (b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:  
Yes \_\_\_\_\_ No \_\_\_\_\_
- (c) IF DEBENTURE FINANCING:
- |      |                                       |          |
|------|---------------------------------------|----------|
| (i)  | ANNUAL DEBENTURE FINANCING COST:      | \$ _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT: | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



# ARCHITECTURAL DIVISION

## MEMORANDUM

\*\*\*\*\*

TO: Mr. G. Macaluso  
Managing Director/C.E.O.  
H.E.C.F.I.

YOUR FILE:

FROM: Don Keba, Project Manager  
Architectural Division  
Property Department

OUR FILE:  
PHONE: 546-4611

SUBJECT: Cost Estimates & Rational for  
Various H.E.C.F.I. Renovations

DATE: 1994 January 19

1. Barrier Free alterations to six Convention Centre washrooms estimated cost ..... \$46,400.00

On May 9 & 10 of this year, the ground floor Exhibition Hall has a trade show booked for Barrier Free Products during National Access Awareness Week and on May 30 & 31, 1994 there will be a conference on the 3rd floor regarding Access Awareness. If funds can be made available this should be started as soon as possible.

2. Convention Centre 2nd Level exterior walkway parapet wall repair estimated cost ..... \$66,500.00

The deterioration of these walls are caused by moisture penetration and freeze/thaw cycles during climatic changes in our weather. To correct this, portions of the wall will have to be carefully disassembled and rebuilt. Water penetration is also occurring just below the brick pavers at the concrete slab level. This will be solved by introducing a flashing along the concrete floor (below the brick pavers) and about 6 inches up the wall. Once the above is completed, the damaged wood soffits can be repaired. This work should be done during the summer of 1994.

3. Studio Theatre McNab Street Ramp (4' x 35').  
Estimated Cost ..... \$19,200.00

This work should be done between May and October as funds become available.

4. Copps Coliseum Ramp (4' x 6') for a total cost of ..... \$1,800.00

This work should be done between May and October as funds become available.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Place - Casual Furniture Replacement
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replacement allowance for casual furniture on the orchestra, piano nobile and balcony levels of Hamilton Place.  
Replacement of the original, worn and outdated furniture will significantly increase the visual appearance of the building interior.
4. DEPARTMENT PRIORITY ORDER: 4
5. NATURE OF PROJECT:  
(a) MAINTENANCE OF AN EXISTING PROJECT x  
(b) HARD SERVICE \_\_\_\_\_  
(c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:  
(a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_  
(b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_  
(c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_  
(d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_  
(e) ECONOMIC DEVELOPMENT \_\_\_\_\_  
(f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_  
(g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x  
(h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_  
(i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:  
(a) DATE (MONTH-YEAR): \_\_\_\_\_  
(b) GROSS COST \$ \_\_\_\_\_
8. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1995  
(b) PROJECT FINISHING DATE (MONTH-YEAR): December 1995
9. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 60,000.  
(b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_  
(c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_  
(d) NET CITY'S COST: \$ 60,000.
10. (a) YEAR OF EXPENDITURE:  
- 1995 \$ 60,000. - 2000 \$ \_\_\_\_\_  
- 1996 \$ \_\_\_\_\_ - 2001 \$ \_\_\_\_\_  
- 1997 \$ \_\_\_\_\_ - 2002 \$ \_\_\_\_\_  
- 1998 \$ \_\_\_\_\_ - 2003 \$ \_\_\_\_\_  
- 1999 \$ \_\_\_\_\_ - 2004 \$ \_\_\_\_\_



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |       |    |       |
|-----|------------------------------------|-------|----|-------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____ |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (d) | NET CITY'S COST                    | _____ | \$ | 0     |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____ |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (h) | NET CITY'S COST                    | _____ | \$ | 0     |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes \_\_\_\_\_

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Replacement allowance.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

The existing furniture is worn and outdated. Failing to provide for its replacement will affect our patrons' comfort/enjoyment and the building's image and reputation.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No \_\_\_\_\_ Yes x; if yes,

|     |                                        |                  |
|-----|----------------------------------------|------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>165.2</u>     |
| (b) | AT CITY'S COST OF                      | <u>\$60,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1995</u>      |

Leah Macaluso  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):

|      |                                         |          |
|------|-----------------------------------------|----------|
| (a)  | NATURE OF PROPOSED FINANCING:           | _____    |
| (b)  | RESERVE/CAPITAL LEVY FUNDING AVAILABLE: | _____    |
|      | Yes _____ No _____                      |          |
| (c)  | IF DEBENTURE FINANCING:                 |          |
| (i)  | ANNUAL DEBENTURE FINANCING COST:        | \$ _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT:   | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Place - Refurbish Seating in the Great Hall
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
The fixed seating within the Great Hall is in excess of twenty years in age and is in need of refurbishment. Upholstery and cushions to be replaced; all worn mechanisms to be refitted; wheelchair seating area to be integrated within the fixed seating area.
4. DEPARTMENT PRIORITY ORDER: 5
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): June 1996
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): August 1997
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 540,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_ and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 540,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|                           |                 |
|---------------------------|-----------------|
| - 1995 \$ _____           | - 2000 \$ _____ |
| - 1996 \$ <u>340,000</u>  | - 2001 \$ _____ |
| - 1997 \$ <u>200,000.</u> | - 2002 \$ _____ |
| - 1998 \$ _____           | - 2003 \$ _____ |
| - 1999 \$ _____           | - 2004 \$ _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:
- |     |                                    |       |    |          |
|-----|------------------------------------|-------|----|----------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____    |
| (b) | GROSS COST (All Inclusive)         |       | \$ | _____    |
| (c) | LESS RECOVERY/REVENUE              |       | \$ | _____    |
| (d) | NET CITY'S COST                    |       | \$ | <u>0</u> |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ |    |          |
| (f) | GROSS COST (All Inclusive)         |       | \$ | _____    |
| (g) | LESS RECOVERY/REVENUE              |       | \$ | _____    |
| (h) | NET CITY'S COST                    |       | \$ | <u>0</u> |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:
- |     |                             |          |
|-----|-----------------------------|----------|
| (a) | WITHIN THE CITY DEPARTMENTS | <u>0</u> |
| (b) | IN THE COMMUNITY            | <u>0</u> |

13. ESTIMATE PREPARED BY:
- (a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes \_\_\_\_\_

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

- (b) If no, the basis of assumptions A unit cost of approximately \$250.00 per seat has been used to calculate the project budget.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:  
A vital building component will be allowed to deteriorate which will adversely affect our patrons' comfort and enjoyment and negatively impact the building's image and reputation.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No \_\_\_\_\_ Yes x; if yes,

- |     |                                        |                   |
|-----|----------------------------------------|-------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>166.0</u>      |
| (b) | AT CITY'S COST OF                      | <u>\$540,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1995</u>       |

John Macaluso  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):
- (a) NATURE OF PROPOSED FINANCING: \_\_\_\_\_
- (b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:  
Yes \_\_\_\_\_ No \_\_\_\_\_
- (c) IF DEBENTURE FINANCING:
- |      |                                       |    |       |
|------|---------------------------------------|----|-------|
| (i)  | ANNUAL DEBENTURE FINANCING COST:      | \$ | _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT: | \$ | _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre - Roofing System Replacement
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
The lifespan of a bituminous membrane roofing system is typically 15 to 20 years. By 1997, the Convention Centre's roof will be 16 years of age and replacement should be scheduled for that time.
- 
4. DEPARTMENT PRIORITY ORDER: 6
5. NATURE OF PROJECT:
- (a) MAINTENANCE OF AN EXISTING PROJECT x
- (b) HARD SERVICE \_\_\_\_\_
- (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
- (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
- (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
- (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
- (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
- (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
- (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
- (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
- (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
- (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
- (a) DATE (MONTH-YEAR): \_\_\_\_\_
- (b) GROSS COST \$ \_\_\_\_\_
8. (a) PROJECT STARTING DATE (MONTH-YEAR): June 1997
- (b) PROJECT FINISHING DATE (MONTH-YEAR): July 1997
9. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 355,000.
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
- (d) NET CITY'S COST: \$ 355,000.
10. (a) YEAR OF EXPENDITURE:
- |        |    |                 |        |    |       |
|--------|----|-----------------|--------|----|-------|
| - 1995 | \$ | _____           | - 2000 | \$ | _____ |
| - 1996 | \$ | _____           | - 2001 | \$ | _____ |
| - 1997 | \$ | <u>355,000.</u> | - 2002 | \$ | _____ |
| - 1998 | \$ | _____           | - 2003 | \$ | _____ |
| - 1999 | \$ | _____           | - 2004 | \$ | _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |       |    |       |
|-----|------------------------------------|-------|----|-------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____ |
| (b) | GROSS COST (All Inclusive)         |       | \$ | _____ |
| (c) | LESS RECOVERY/REVENUE              |       | \$ | _____ |
| (d) | NET CITY'S COST                    |       | \$ | 0     |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____ |
| (f) | GROSS COST (All Inclusive)         |       | \$ | _____ |
| (g) | LESS RECOVERY/REVENUE              |       | \$ | _____ |
| (h) | NET CITY'S COST                    |       | \$ | 0     |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes \_\_\_\_\_

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Cost estimate provided by roofing contractor.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

The maintenance i.e. replacement, of a vital building component will not be adequately provided for.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No \_\_\_\_\_ Yes x; if yes,

|     |                                        |                   |
|-----|----------------------------------------|-------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>164.0</u>      |
| (b) | AT CITY'S COST OF                      | <u>\$350,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1996</u>       |

*John Macaluso*  
Signature of Department Head/  
Local Board Manager

1994 November 4

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):

|      |                                         |          |
|------|-----------------------------------------|----------|
| (a)  | NATURE OF PROPOSED FINANCING:           | _____    |
| (b)  | RESERVE/CAPITAL LEVY FUNDING AVAILABLE: |          |
|      | Yes _____ No _____                      |          |
| (c)  | IF DEBENTURE FINANCING:                 |          |
| (i)  | ANNUAL DEBENTURE FINANCING COST:        | \$ _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT:   | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



**The Corporation of the City of Hamilton**

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

**1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM**

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Place - Modifications to Entrance Doors/Box Office Lobby
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replacement of the existing entrance doors to Hamilton Place and modifications to the box office lobby. The existing doors are very cumbersome, do not seal properly and can no longer be adjusted without replacing the pivoting hardware. The box office lobby will be reworked so as to decrease its size and expand the area of the Great Hall lobby.
4. DEPARTMENT PRIORITY ORDER: 7
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): June 1995
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): July 1995
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 60,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_ and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 60,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|        |    |                |        |    |       |
|--------|----|----------------|--------|----|-------|
| - 1995 | \$ | <u>60,000.</u> | - 2000 | \$ | _____ |
| - 1996 | \$ | _____          | - 2001 | \$ | _____ |
| - 1997 | \$ | _____          | - 2002 | \$ | _____ |
| - 1998 | \$ | _____          | - 2003 | \$ | _____ |
| - 1999 | \$ | _____          | - 2004 | \$ | _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |       |    |          |
|-----|------------------------------------|-------|----|----------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____    |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____    |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | _____    |
| (d) | NET CITY'S COST                    | _____ | \$ | <u>0</u> |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____    |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____    |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____    |
| (h) | NET CITY'S COST                    | _____ | \$ | <u>0</u> |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |          |
|-----|-----------------------------|----------|
| (a) | WITHIN THE CITY DEPARTMENTS | <u>0</u> |
| (b) | IN THE COMMUNITY            | <u>0</u> |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes    

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Estimate developed by staff based on previous work undertaken of a similar nature.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Common complaints expressed by patrons of Hamilton Place relate to the physical difficulty associated with opening the main entrance doors and the congestion/crowding within the lobby area. This project has been introduced in an effort to rectify these problems.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No x Yes    ; if yes,

|     |                                        |          |
|-----|----------------------------------------|----------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | _____    |
| (b) | AT CITY'S COST OF                      | \$ _____ |
| (c) | SCHEDULED TO START IN THE YEAR         | _____    |

John Macaluso  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: \_\_\_\_\_

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes     No    

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$ \_\_\_\_\_

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$ \_\_\_\_\_

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Copps Coliseum - Refurbish Exterior Electronic Sign
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replace the existing electronic message centres with new, full-colour displays. By 2000, the message centres will be approximately 12 years in operation and replacement with new message centres will maintain the installation at the current state of the art.
- 
4. DEPARTMENT PRIORITY ORDER: 8
5. NATURE OF PROJECT:
- (a) MAINTENANCE OF AN EXISTING PROJECT x
- (b) HARD SERVICE \_\_\_\_\_
- (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
- (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
- (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
- (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
- (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
- (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
- (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
- (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
- (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
- (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
- (a) DATE (MONTH-YEAR): \_\_\_\_\_
- (b) GROSS COST \$ \_\_\_\_\_
8. (a) PROJECT STARTING DATE (MONTH-YEAR): May 2000
- (b) PROJECT FINISHING DATE (MONTH-YEAR): August 2000
9. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 200,000.
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
- (d) NET CITY'S COST: \$ 200,000.
10. (a) YEAR OF EXPENDITURE:
- |        |    |       |        |    |                 |
|--------|----|-------|--------|----|-----------------|
| - 1995 | \$ | _____ | - 2000 | \$ | <u>200,000.</u> |
| - 1996 | \$ | _____ | - 2001 | \$ | _____           |
| - 1997 | \$ | _____ | - 2002 | \$ | _____           |
| - 1998 | \$ | _____ | - 2003 | \$ | _____           |
| - 1999 | \$ | _____ | - 2004 | \$ | _____           |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |              |    |           |
|-----|------------------------------------|--------------|----|-----------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____        |    |           |
| (b) | GROSS COST (All Inclusive)         | (six months) | \$ | <u>0.</u> |
| (c) | LESS RECOVERY/REVENUE              | (six months) | \$ | <u>0.</u> |
| (d) | NET CITY'S COST                    |              | \$ | <u>0.</u> |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____        |    |           |
| (f) | GROSS COST (All Inclusive)         |              | \$ | <u>0.</u> |
| (g) | LESS RECOVERY/REVENUE              |              | \$ | <u>0.</u> |
| (h) | NET CITY'S COST                    |              | \$ | <u>0.</u> |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |          |
|-----|-----------------------------|----------|
| (a) | WITHIN THE CITY DEPARTMENTS | <u>0</u> |
| (b) | IN THE COMMUNITY            | <u>0</u> |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes    

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Cost estimate provided by Neon Products Ltd.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Modifications to the exterior sign as proposed will elevate it to the current state of the art.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No x Yes    ; if yes,

|     |                                        |          |
|-----|----------------------------------------|----------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | _____    |
| (b) | AT CITY'S COST OF                      | \$ _____ |
| (c) | SCHEDULED TO START IN THE YEAR         | _____    |

*Albe Macaluso*  
Signature of Department Head/  
Local Board Manager

January 25, 1995  
Date

16. FUNDING (Treasury Department To Complete):

|     |                                            |          |
|-----|--------------------------------------------|----------|
| (a) | NATURE OF PROPOSED FINANCING:              | _____    |
| (b) | RESERVE/CAPITAL LEVY FUNDING AVAILABLE:    |          |
|     | Yes <u>   </u> No <u>   </u>               |          |
| (c) | IF DEBENTURE FINANCING:                    |          |
|     | (i) ANNUAL DEBENTURE FINANCING COST:       | \$ _____ |
|     | (ii) TOTAL CARRYING COST OF RETIRING DEBT: | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre - Refurbish Bars and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for the refurbishment of permanent and portable beverage bars and equipment. Create permanent bar area in the Webster Lounge and meeting room 318.
4. DEPARTMENT PRIORITY ORDER: 9
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): June 1997
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1997
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 100,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 100,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|                          |                 |
|--------------------------|-----------------|
| - 1995 \$ _____          | - 2000 \$ _____ |
| - 1996 \$ _____          | - 2001 \$ _____ |
| - 1997 \$ <u>100,000</u> | - 2002 \$ _____ |
| - 1998 \$ _____          | - 2003 \$ _____ |
| - 1999 \$ _____          | - 2004 \$ _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:
- |     |                                    |       |    |       |
|-----|------------------------------------|-------|----|-------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____ |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | 0     |
| (d) | NET CITY'S COST                    | _____ | \$ | 0     |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____ |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (h) | NET CITY'S COST                    | _____ | \$ | 0     |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:
- |     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:
- (a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes    

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

- (b) If no, the basis of assumptions Allowance for construction established by staff.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
- Existing bars area and equipment will not be maintained and upgraded on a timely basis.
- New permanent locations proposed will not be established.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No x Yes    ; if yes,

- (a) PROJECT NO. (1994-2003 Capital Budget) \_\_\_\_\_
- (b) AT CITY'S COST OF \$ \_\_\_\_\_
- (c) SCHEDULED TO START IN THE YEAR \_\_\_\_\_

Salv Macaluso  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):
- (a) NATURE OF PROPOSED FINANCING: \_\_\_\_\_
- (b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:
- Yes     No
- (c) IF DEBENTURE FINANCING:
- (i) ANNUAL DEBENTURE FINANCING COST: \$ \_\_\_\_\_
- (ii) TOTAL CARRYING COST OF RETIRING DEBT: \$ \_\_\_\_\_

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Copps Coliseum - Replacement of Flooring
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replacement of skate resistant flooring in the dressing corridor; removal of carpet and replacement with tile flooring along heavy traffic areas i.e. office corridors, media gondola corridor, box office area.
4. DEPARTMENT PRIORITY ORDER: 10
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT x
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) x
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) GROSS COST \$ \_\_\_\_\_
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): August 1996
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): September 1996
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 60,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 60,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|        |    |                |        |    |       |
|--------|----|----------------|--------|----|-------|
| - 1995 | \$ | _____          | - 2000 | \$ | _____ |
| - 1996 | \$ | <u>60,000.</u> | - 2001 | \$ | _____ |
| - 1997 | \$ | _____          | - 2002 | \$ | _____ |
| - 1998 | \$ | _____          | - 2003 | \$ | _____ |
| - 1999 | \$ | _____          | - 2004 | \$ | _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |       |    |       |
|-----|------------------------------------|-------|----|-------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____ |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (d) | NET CITY'S COST                    | _____ | \$ | 0     |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____ |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____ |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____ |
| (h) | NET CITY'S COST                    | _____ | \$ | 0     |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |       |   |
|-----|-----------------------------|-------|---|
| (a) | WITHIN THE CITY DEPARTMENTS | _____ | 0 |
| (b) | IN THE COMMUNITY            | _____ | 0 |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes   

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Cost estimates provided by flooring contractors.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Maintenance and upkeep of flooring will not be provided for.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No x Yes   ; if yes,

|     |                                        |          |
|-----|----------------------------------------|----------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | _____    |
| (b) | AT CITY'S COST OF                      | \$ _____ |
| (c) | SCHEDULED TO START IN THE YEAR         | _____    |

*Salv Macaluso*  
Signature of Department Head/  
Local Board Manager

1994 November 4 .

Date

16. FUNDING (Treasury Department To Complete):

|      |                                         |          |
|------|-----------------------------------------|----------|
| (a)  | NATURE OF PROPOSED FINANCING:           | _____    |
| (b)  | RESERVE/CAPITAL LEVY FUNDING AVAILABLE: |          |
|      | Yes <u>  </u> No <u>  </u>              |          |
| (c)  | IF DEBENTURE FINANCING:                 |          |
| (i)  | ANNUAL DEBENTURE FINANCING COST:        | \$ _____ |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT:   | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Place - Replacement of Carpet
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replace floor carpeting in corridors, meeting rooms, piano nobile and orchestra levels and offices. Approximately 4,500 square yards of carpeting will be replaced. A unit price of approximately \$50.00 per square yard is budgeted for removal, purchase and installation. Replacement is necessary to improve and update the appearance of the facility.
4. DEPARTMENT PRIORITY ORDER: 11
5. NATURE OF PROJECT:  
 (a) MAINTENANCE OF AN EXISTING PROJECT x  
 (b) HARD SERVICE \_\_\_\_\_  
 (c) SOFT SERVICE \_\_\_\_\_
6. PROJECT JUSTIFICATION:  
 (a) STRATEGIC DIRECTION  
 (Image of the City, Quality of Life, Transportation) \_\_\_\_\_  
 (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_  
 (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_  
 (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_  
 (e) ECONOMIC DEVELOPMENT \_\_\_\_\_  
 (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_  
 (g) MAINTAIN EXISTING SERVICE  
 (Roads, Buildings, Other basic infrastructure) x  
 (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_  
 (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:  
 (a) DATE (MONTH-YEAR): \_\_\_\_\_  
 (b) GROSS COST \$ \_\_\_\_\_
8. (a) PROJECT STARTING DATE (MONTH-YEAR): July 1998  
 (b) PROJECT FINISHING DATE (MONTH-YEAR): September 1998
9. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 230,000.  
 (b) LESS PROVINCIAL SUBSIDIES:  
 (Identify nature of Subsidy \_\_\_\_\_  
 and describe) \_\_\_\_\_ \$ \_\_\_\_\_  
 (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_  
 (d) NET CITY'S COST: \$ 230,000.
10. (a) YEAR OF EXPENDITURE:  
 - 1995 \$ \_\_\_\_\_ - 2000 \$ \_\_\_\_\_  
 - 1996 \$ \_\_\_\_\_ - 2001 \$ \_\_\_\_\_  
 - 1997 \$ \_\_\_\_\_ - 2002 \$ \_\_\_\_\_  
 - 1998 \$ 230,000. - 2003 \$ \_\_\_\_\_  
 - 1999 \$ \_\_\_\_\_ - 2004 \$ \_\_\_\_\_



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

|     |                                    |       |    |          |
|-----|------------------------------------|-------|----|----------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | _____ | \$ | _____    |
| (b) | GROSS COST (All Inclusive)         | _____ | \$ | _____    |
| (c) | LESS RECOVERY/REVENUE              | _____ | \$ | _____    |
| (d) | NET CITY'S COST                    | _____ | \$ | <u>0</u> |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | _____ | \$ | _____    |
| (f) | GROSS COST (All Inclusive)         | _____ | \$ | _____    |
| (g) | LESS RECOVERY/REVENUE              | _____ | \$ | _____    |
| (h) | NET CITY'S COST                    | _____ | \$ | <u>0</u> |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:

|     |                             |          |
|-----|-----------------------------|----------|
| (a) | WITHIN THE CITY DEPARTMENTS | <u>0</u> |
| (b) | IN THE COMMUNITY            | <u>0</u> |

13. ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes    

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on unit costs provided by prospective suppliers.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Hamilton Place must continue to improve and update its physical appearance. By 1998, the existing carpeting will be approximately ten years old.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No     Yes x; if yes,

|     |                                        |                   |
|-----|----------------------------------------|-------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>168.0</u>      |
| (b) | AT CITY'S COST OF                      | <u>\$225,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1998</u>       |

*Salvatore Macaluso*  
Signature of Department Head/  
Local Board Manager

1994 November 4

Date

16. FUNDING (Treasury Department To Complete):

|     |                                            |          |
|-----|--------------------------------------------|----------|
| (a) | NATURE OF PROPOSED FINANCING:              | _____    |
| (b) | RESERVE/CAPITAL LEVY FUNDING AVAILABLE:    | _____    |
|     | Yes <u>   </u> No <u>   </u>               |          |
| (c) | IF DEBENTURE FINANCING:                    |          |
|     | (i) ANNUAL DEBENTURE FINANCING COST:       | \$ _____ |
|     | (ii) TOTAL CARRYING COST OF RETIRING DEBT: | \$ _____ |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1995-2004 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Facility Management System
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
This system will automate the Convention Centre, Hamilton Place and Copps Coliseum reservation, event management and settlement procedures. It will also perform financial management and inventory control procedures.
4. DEPARTMENT PRIORITY ORDER: 12
5. NATURE OF PROJECT:
  - (a) MAINTENANCE OF AN EXISTING PROJECT \_\_\_\_\_
  - (b) HARD SERVICE \_\_\_\_\_
  - (c) SOFT SERVICE x
6. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) x
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) PRODUCE JOBS IN THE PRIVATE SECTOR \_\_\_\_\_
  - (g) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) \_\_\_\_\_
  - (h) REDUCE ONGOING COST (Staffing and/or resource requirements) \_\_\_\_\_
  - (i) GROWTH RELATED PROJECT \_\_\_\_\_
7. FEASIBILITY STUDY:
  - (a) DATE (MONTH-YEAR): April 1992
  - (b) GROSS COST \$ 27,200.
8.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): April 1998
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1999
9.
  - (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 600,000.
  - (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_ \$ \_\_\_\_\_
  - (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_ \$ \_\_\_\_\_
  - (d) NET CITY'S COST: \$ 600,000.
10.
  - (a) YEAR OF EXPENDITURE:
 

|                           |                 |
|---------------------------|-----------------|
| - 1995 \$ _____           | - 2000 \$ _____ |
| - 1996 \$ _____           | - 2001 \$ _____ |
| - 1997 \$ _____           | - 2002 \$ _____ |
| - 1998 \$ <u>300,000.</u> | - 2003 \$ _____ |
| - 1999 \$ <u>300,000.</u> | - 2004 \$ _____ |



11. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:
- |     |                                    |                     |                    |
|-----|------------------------------------|---------------------|--------------------|
| (a) | FIRST YEAR - DATE (MONTH-YEAR)     | <u>January 2000</u> |                    |
| (b) | GROSS COST (All Inclusive)         |                     | \$ <u>110,000.</u> |
| (c) | LESS RECOVERY/REVENUE              |                     | \$ <u>37,500.</u>  |
| (d) | NET CITY'S COST                    |                     | \$ <u>72,500.</u>  |
| (e) | FOLLOWING YEAR - DATE (MONTH-YEAR) | <u>January 2001</u> |                    |
| (f) | GROSS COST (All Inclusive)         |                     | \$ <u>110,000.</u> |
| (g) | LESS RECOVERY/REVENUE              |                     | \$ <u>37,500.</u>  |
| (h) | NET CITY'S COST                    |                     | \$ <u>72,500.</u>  |

NOTE: Includes programming costs, provision for computer systems, equipment/utilities, building and ground maintenance expenses, and all administrative costs.

12. ADDITIONAL JOBS TO BE CREATED BY PROJECT:
- |     |                             |          |
|-----|-----------------------------|----------|
| (a) | WITHIN THE CITY DEPARTMENTS | <u>0</u> |
| (b) | IN THE COMMUNITY            | <u>0</u> |

13. ESTIMATE PREPARED BY:
- (a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No x Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

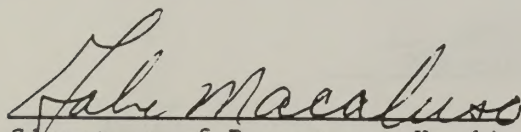
- (b) If no, the basis of assumptions Project previously costed through Request for Proposal process in 1993.

14. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:  
This system is required for HECFI to remain competitive and to have access to the operating tools necessary for future growth. Without it inefficiencies may result which will adversely affect customer service.

15. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No      Yes x; if yes,

- |     |                                        |                   |
|-----|----------------------------------------|-------------------|
| (a) | PROJECT NO. (1994-2003 Capital Budget) | <u>169.0</u>      |
| (b) | AT CITY'S COST OF                      | <u>\$600,000.</u> |
| (c) | SCHEDULED TO START IN THE YEAR         | <u>1998</u>       |

  
\_\_\_\_\_  
Signature of Department Head/  
Local Board Manager

1994 November 4.

\_\_\_\_\_  
Date

16. FUNDING (Treasury Department To Complete):

- (a) NATURE OF PROPOSED FINANCING: \_\_\_\_\_
- (b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:  
Yes      No
- (c) IF DEBENTURE FINANCING:
- |      |                                       |                      |
|------|---------------------------------------|----------------------|
| (i)  | ANNUAL DEBENTURE FINANCING COST:      | \$ <u>          </u> |
| (ii) | TOTAL CARRYING COST OF RETIRING DEBT: | \$ <u>          </u> |

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



B

## **FINANCE AND ADMINISTRATION COMMITTEE FIRST REPORT**

The Finance and Administration Committee presents its **FIRST** Report from its meeting held January 19, 1995 and respectfully recommends approval of the following:

1. 1995 - 2004 Provisional Capital Budget

**THE 1995 - 2004 PROVISIONAL CAPITAL BUDGET BE ENDORSED AS AMENDED BY THE OPERATIONS COMMITTEE.**

**WHILE THE FINANCE AND ADMINISTRATION COMMITTEE RECOGNIZES THE OPERATIONS COMMITTEE'S REMOVAL OF \$100,000. IN 1995 TO MODIFY THE COPPS COLISEUM EXTERIOR SIGN, THE FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS THE BOARD'S CONSIDERATION OF INCLUDING A \$100,000. PROVISION IN THE OVERALL CAPITAL BUDGET TO ENSURE THE OPERATIONS COMMITTEE HAS THE FLEXIBILITY TO CONSIDER THE PROJECT AS ADDITIONAL INFORMATION BECOMES AVAILABLE.**

2. CIBC Authorization for the Operation of the Centralized Cash Control Service System

**THE H.E.C.F.I. BOARD OF DIRECTORS APPROVE THE FOLLOWING BANKING RESOLUTION RELATIVE TO THE OPERATION OF THE CITY OF HAMILTON'S CENTRALIZED CASH CONTROL SERVICE:**

**RESOLUTION OF THE DIRECTORS OF HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. (THE "CORPORATION").**

**WHEREAS IT IS CONVENIENT AND IN THE INTEREST OF THE CORPORATION TO PERMIT THE TRANSFER OF BALANCES AND RELEASE OF CONFIDENTIAL INFORMATION AND REPORTS, CONTEMPLATED IN THE FORM OF AUTHORIZATION AND DIRECTION REFERRED TO IN THIS RESOLUTION.**



THEREFORE BE IT RESOLVED THAT THE CORPORATION EXECUTE AND DELIVER IN FAVOUR OF CANADIAN IMPERIAL BANK OF COMMERCE (THE "BANK") THE FORM OF AUTHORIZATION AND DIRECTION NOW SUBMITTED TO THE CORPORATION (A COPY OF WHICH IS ATTACHED TO MANAGEMENT'S DECEMBER 22, 1994 REPORT); and

THAT THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER OR EITHER OF THEM BE AND IS/ARE HEREBY AUTHORIZED AND DIRECTED, FOR AND ON BEHALF OF THE CORPORATION (WHETHER UNDER THE CORPORATE SEAL OR OTHERWISE) TO EXECUTE OR CAUSE THE SAID AUTHORIZATION AND DIRECTION TO BE EXECUTED IN THE FORM SUBMITTED (SUBJECT TO SUCH MODIFICATIONS AS MAY BE APPROVED, SUCH APPROVAL TO BE CONCLUSIVELY EVIDENCED BY THE EXECUTION THEREOF), AND TO DO ALL ACTS AND THINGS AS MAY BE CONSIDERED NECESSARY OR DESIRABLE TO GIVE EFFECT TO THE AUTHORIZATION AND DIRECTION OR ANY TRANSACTION CONTEMPLATED BY THE AUTHORIZATION AND DIRECTION.

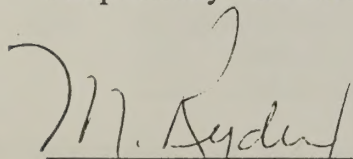
4. Reserve for Budget Stabilization

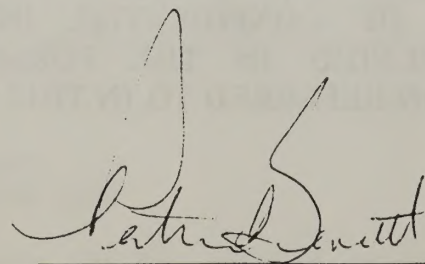
THE CITY'S FINANCE AND ADMINISTRATION COMMITTEE AUTHORIZE THE CITY TREASURER TO SET ASIDE UP TO FIFTY PERCENT (50%) OF H.E.C.F.I.'S ANNUAL SURPLUS, IF ANY, EFFECTIVE 1994 AND BEYOND, TO A MAXIMUM CUMULATIVE BALANCE OF \$250,000. IN A RESERVE FOR BUDGET STABILIZATION; and

THAT THIS RESERVE FOR BUDGET STABILIZATION BE CREDITED WITH INTEREST EARNED ANNUALLY; and

THAT THE RESERVE FOR BUDGET STABILIZATION BE UTILIZED WITH THE APPROVAL OF THE H.E.C.F.I. BOARD AND CITY COUNCIL TO FUND H.E.C.F.I.'S NET OPERATING BUDGET SHORTFALL, IF ANY, FOR THOSE YEARS WITH DISAPPOINTING FINANCIAL RESULTS.

Respectfully submitted,

  
\_\_\_\_\_  
Marvin Ryder, Chair  
pl

  
\_\_\_\_\_  
Patricia Bennett, Secretary



C

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: January 23, 1995

SUBJECT: COMMUNITY DINNER :  
AD AND SALES DINNER / 57th Distinguished  
Citizen of the Year Award Night / January 30, 1995

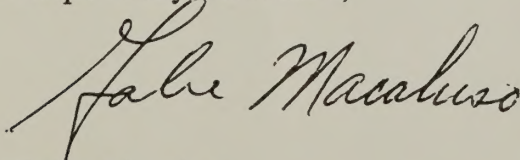
**RECOMMENDATION:**

THAT THE H.E.C.F.I. PURCHASE UP TO TEN (10) TICKETS TO THE 1995 57TH DISTINGUISHED CITIZEN OF THE YEAR AWARD NIGHT DINNER, MONDAY, JANUARY 30, 1995 TO BE HELD AT THE HAMILTON CONVENTION CENTRE.

**BACKGROUND:**

- Traditionally, the H.E.C.F.I. Board has purchased up to ten tickets to the annual Ad and Sales Distinguished Citizen of the Year Award Dinner.
- Funding for the Board's attendance at this event was included in the 1995 Operating Budget.
- The event is prestigious; one which recognizes the achievements and honours one of the community's outstanding citizens.
- The event is traditionally held at the Convention Centre and is well attended (in 1994 approximately 400 guests were in attendance).

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO





THE ADVERTISING AND  
SALES CLUB OF HAMILTON

January 3, 1995

Mr. Gabe Macaluso  
The Hamilton Convention Centre  
115 King Street West  
Hamilton, Ontario  
L8P 4T9

Re: The 57th Distinguished Citizen of the Year Award Night Dinner  
Monday January 30, 1995 - The Hamilton Convention Centre

Dear Mr. Macaluso:

As in the past we are once again sponsoring the above outstanding event at the Hamilton Convention Centre.

Mr. Mike Harris, Leader of the Progressive Conservative Party of Ontario will be our guest speaker as part of a very interesting program.

We received one of the largest number of nominations for our award in recent history and are expecting a good audience for the evening.

We would appreciate the Convention Centre putting together a table for the event. Tickets are \$360.00 for a table of eight or a single ticket price of \$50.00 each and can be reserved by calling our office (905) 528-1376.

Looking forward to your support, I am

Sincerely,

THE ADVERTISING & SALES CLUB OF HAMILTON

Don Scott  
Co-chair, Civic Night



D

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: January 23, 1995

SUBJECT: COMMUNITY DINNER :  
CYO CELEBRITY DINNER : February 23, 1995  
Carmen's Banquet Centre

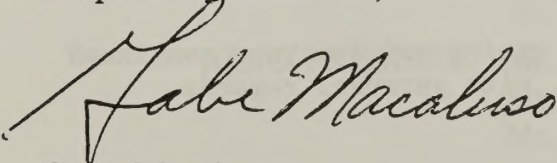
**RECOMMENDATION:**

**THAT THE BOARD OF DIRECTORS TAKE NO ACTION UPON THE REQUEST TO PURCHASE TICKETS TO THE CYO CELEBRITY DINNER, FEBRUARY 23, 1995 TO BE HELD AT CARMEN'S BANQUET CENTRE.**

**BACKGROUND:**

- For the past three years the Board has not purchased tickets to the CYO Celebrity Dinner.
- Funds were not allocated in the 1995 operating budget for the Board's attendance at this function (tickets are priced at \$100 each; a table of ten is \$1,000.).

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO





# CYO CELEBRITY DINNER

1994.11.19

SAVE THE CAMP FUND

735 King Street East, Suite #3, Hamilton, Ontario L8M 1A1 Phone: (905) 528-0011

Charitable Registration Number 0001438-49

December 9, 1994

## CYO CELEBRITY DINNER COMMITTEE

### CHAIRMAN

Eno Violin

Joseph Walsh  
Mark Walton  
Ernie Morelli  
Donald Dunn  
Albert Vesprini  
Frank Denardis  
Jack Pelech  
Peter Morrison  
Marie Gallagher  
Peter Giftopoulos  
Tom Kemp  
Dennis O'Brien  
Chris Costanza  
Sabellie Lanza  
Tom Rocchi  
Marg Howcroft  
Jim Hughes  
Tony Cupido  
Dory Cornale  
Mally Zatylny  
Mirley Collins  
John McPhee  
Neil DiFrancesco  
Mike DiPaolo  
Ev Philip Sherlock  
Frank Salvatori  
Pat Daly  
Aldo Corsini  
Dou Cafazzo

### PROGRAM CHAIRMAN

Angelo Mosca

Tom Gallagher  
Executive Director  
CYO

*Dear Gabe:*

Thanks to you, 1994, was one of the most successful CYO summer camp years ever!

A record 2400 children enjoyed a great camp experience at Camp Marydale and Camp Brébeuf.

Included were 512 financially disadvantaged children from low income families who received assistance to attend camp.

And 270 camper weeks were provided for children with special needs who were integrated into our regular camping programs.

The major renovation and winterization of Camp Brébeuf's facilities have now made it possible to reach out and touch the lives of other individuals with special needs, including victims of family violence and children at risk.

Your generous support of this year's CYO Celebrity Dinner helped make all the above happen.

Once again, I want to thank you for caring and for your continued support of the CYO Celebrity Dinner, with personal regards,

Sincerely yours,

*Tom*

Thomas J. Gallagher  
Executive Director

Please Note: Next year's CYO Celebrity Dinner will be held on THURSDAY, FEBRUARY 23, 1995 at CARMEN'S. Tickets and table reservations are now available: 528-0011



3

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Thursday, December 15, 1994**

**8:00 a.m.**

**Hamilton Convention Centre - Room 314**

**MINUTES**

**PRESENT:** Mr. W. Tidball, Chairman  
Alderman T. Anderson, First Vice-Chairman  
Mr. C. Nolan, Second Vice-Chairman  
Mrs. M. Dow  
Mrs. J. Isbester  
Mr. M. Ryder  
Mr. A. DiIanni  
Mr. J. Kujavsky

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder

**REGRETS:** Mayor R. Morrow  
Alderman H. Merling  
Alderman B. Charters  
Alderman T. Jackson  
Mr. G. Kay  
Mr. F. Deys



1. Opening Remarks

The Chairman called the meeting to order at 8:25 a.m.

A. Operations Committee Ninth Report

MOVED by Mr. Kujavsky, seconded by Mrs. Isbester that

**THE OPERATIONS COMMITTEE NINTH REPORT BE APPROVED  
AND THE FOLLOWING RECOMMENDATION ENDORSED:**

**THAT H.E.C.F.I. EXERCISE ITS OPTION TO EXTEND THE  
AGREEMENT WITH JANITORIAL DEVELOPMENT INC.,  
HAMILTON FOR THE GENERAL CLEANING OF THE H.E.C.F.I.  
FACILITIES FOR ONE (1) ADDITIONAL YEAR COMMENCING  
1995 JANUARY 1.**

MOTION CARRIED.

B. Finance and Administration Fourth Report

MOVED by Mr. Ryder, seconded by Mr. Nolan that

**THE FINANCE AND ADMINISTRATION FOURTH REPORT BE  
APPROVED AND THE FOLLOWING RECOMMENDATIONS  
ENDORSED:**

B.1 Board/Committee Meeting Schedule for 1995

**THAT THE REGULAR BOARD MEETINGS IN 1995  
BE SCHEDULED ON THE LAST FRIDAY OF EACH  
MONTH.**

B.2 1995 Operating Budget Process and Timetable

**THE FOLLOWING 1995 OPERATING BUDGET  
PROCESS AND TENTATIVE TIMETABLE BE  
RECOMMENDED TO THE BOARD FOR APPROVAL:**



|                                                                |                                                                                                                                                                              |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| February 24, 1995<br>(Tentative)                               | The 1995 Marketing Plan and Operating Budget be forwarded to all HECFI Board Members with an invitation to attend a special HECFI Board meeting on March 3, 1995.            |
| March 3, 1995<br>(Tentative) Special<br>HECFI Board<br>Meeting | A full presentation of the 1995 Marketing Plan and Operating Budget be made to the HECFI Board at a special meeting to be held on March 3, 1995.                             |
| March 28, 1995<br>(Tentative) City<br>Council                  | This is the tentative date that the Committee of the Whole of City Council is scheduled to approve the 1995 Operating Budgets of City Departments and Boards, such as HECFI. |

B.3 1995 - 2004 Capital Budget Programme - Process and Timetable

**THAT THE FOLLOWING PROCESS AND TIMETABLE FOR THE 1995 - 2004 CAPITAL BUDGET BE RECOMMENDED TO THE BOARD FOR APPROVAL:**

|                                                                   |                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 11, 1995                                                  | The 1995-2004 Capital Budget Programme will be forwarded to all HECFI Board Members with an invitation to attend, at their option, either the Operations Committee Meeting on January 18, 1995 or the Finance and Administration Committee Meeting on January 19, 1995. |
| January 18, 1995<br>Regular Meeting of<br>Operations<br>Committee | A full presentation of the 1995-2004 Capital Budget Programme will be made to the Operations Committee for their review and approval.                                                                                                                                   |



|                                                                                      |                                                                                                                                                                          |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 19, 1995<br>Regular Meeting of<br>Finance and<br>Administration<br>Committee | A full presentation of the 1995-2004<br>Capital Budget Programme will be<br>made to the Finance and<br>Administration Committee for their<br>review and approval.        |
| January 27, 1995<br>Regular HECFI<br>Board Meeting                                   | The Operations Committee and the<br>Finance and Administration<br>Committee will recommend the 1995-<br>2004 Capital Budget Programme to<br>the full Board for approval. |

B.4 Establishing a Budget Stabilization Reserve

**THE COMMITTEE CONSIDER THE CONCEPT OF  
ESTABLISHING A BUDGET STABILIZATION  
RESERVE; and**

**THAT THE DIRECTOR OF FINANCE AND  
ADMINISTRATION REPORT BACK TO THE  
COMMITTEE IN JANUARY, 1995 WITH THE  
SPECIFICS OF IMPLEMENTING THIS RESERVE  
PRIOR TO CLOSING THE 1994 HECFI ACCOUNTS.**

B.5 Non-Union Part-Time Employee Group

**EFFECTIVE JANUARY 1, 1995 NON-UNION PART-  
TIME EMPLOYEES OF H.E.C.F.I. RECEIVE AN  
INCREASE IN THE HOURLY WAGE OF TWENTY  
CENTS (\$.20).**

B.6 TicketMaster Canada Inc. Agreement for H.E.C.F.I. Facilities

**THE PROPOSED TERMS AND CONDITIONS, AS  
OUTLINED IN SCHEDULE A OF MANAGEMENT'S  
DECEMBER 6, 1994 REPORT BE UTILIZED TO  
PREPARE A NEW AGREEMENT WITH  
TICKETMASTER CANADA INC. EFFECTIVE  
JANUARY 1, 1995; and**



**THAT THE CITY'S LAW DEPARTMENT REVIEW  
THE DRAFT AGREEMENT PRIOR TO  
FINALIZATION.**

**MOTION CARRIED.**

During discussion of the report it was clarified that currently there is only one TicketMaster outlet at Jean Machine in Jackson Square; TicketMaster does not foresee a problem with Copps Coliseum and Hamilton Place becoming TicketMaster outlets as well.

**2. Correspondence**

**MOVED** by Mr. Ryder, seconded by Mr. Kujavsky that

**CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS  
ATTACHMENT 2 BE RECEIVED.**

**MOTION CARRIED.**

**3. Minutes of Regular Meeting Held November 18, 1994**

**MOVED** by Mrs. Dow, seconded by Mr. DiIanni that

**THE MINUTES OF THE REGULAR MEETING HELD NOVEMBER  
18, 1994 BE APPROVED.**

**MOTION CARRIED.**

**4. Business Arising From the Minutes**

**4.1 Financial Results for the Period Ended November 30, 1994**

**MOVED** by Mrs. Dow, seconded by Mr. Nolan that

**THE FINANCIAL SUMMARY FOR THE PERIOD ENDED  
NOVEMBER 30, 1994 BE RECEIVED.**

**MOTION CARRIED.**



The Director of Finance and Administration advised that he estimates the year-end surplus to be approximately \$200,000 resulting from H.E.C.F.I.'s expenditure freeze which was imposed March, '94 as well as increased revenue resulting from late event bookings in October and November. Management will endeavour to complete some of the maintenance work during the remainder of December which was postponed during the spending freeze.

5. Private and Confidential

MOVED by Mr. Nolan, seconded by Mrs. Isbester that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:46 A.M.**

**MOTION CARRIED.**

MOVED by Mr. Ryder, seconded by Mrs. Isbester that

**THE MEETING MOVE OUT OF THE IN-CAMERA SESSION AT 9:16 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, January 27, 1995

8:00 a.m.

Location to be Announced



9.     Adjournment

The meeting adjourned at 9:17 a.m.

**TAKEN AS READ AND APPROVED**

\_\_\_\_\_  
William J. Tidball, Chairman

\_\_\_\_\_  
Patricia Bennett, Secretary



1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research.

2. The second part of the report is a detailed description of the methodology used in the study. It includes information about the sample, the data collection methods, and the statistical analysis.

3. The third part of the report is a discussion of the results of the study. It compares the findings with the previous research and discusses the implications of the study.

4. The fourth part of the report is a conclusion and a list of references.

5. The fifth part of the report is a list of appendices.

6. The sixth part of the report is a list of figures and tables.

7. The seventh part of the report is a list of footnotes.

8. The eighth part of the report is a list of abbreviations.

9. The ninth part of the report is a list of symbols.

10. The tenth part of the report is a list of acronyms.

11. The eleventh part of the report is a list of keywords.

12. The twelfth part of the report is a list of references.

13. The thirteenth part of the report is a list of appendices.

14. The fourteenth part of the report is a list of figures and tables.

15. The fifteenth part of the report is a list of footnotes.

16. The sixteenth part of the report is a list of abbreviations.

17. The seventeenth part of the report is a list of symbols.

18. The eighteenth part of the report is a list of acronyms.

19. The nineteenth part of the report is a list of keywords.

20. The twentieth part of the report is a list of references.

HAMILTON PUBLIC LIBRARY  
FEB 27 1995  
GOVERNMENT DOCUMENTS

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

ANNUAL MEETING OF THE BOARD OF DIRECTORS

Friday, February 24, 1995

8:00 a.m.

HAMILTON CONVENTION CENTRE  
Room 314

ORDER OF BUSINESS  
AGENDA

---

DECLARATION OF CONFLICT OF INTEREST

- |     |                                                                 |              |
|-----|-----------------------------------------------------------------|--------------|
| 1.  | Minutes of Annual Meeting January 7, 1994                       | Attachment 1 |
| 1.1 | Errors or Omissions                                             |              |
| 1.2 | Motion to Approve                                               |              |
| 2.  | Confirmation of Proceedings                                     | Attachment 2 |
| 3.  | Reaffirmation of H.E.C.F.I. Board/<br>City of Hamilton Auditors | Attachment 3 |

**Note:** City Council approved the retention of the firm of MacGillivray Partners as municipal auditor for the year 1993; to be reaffirmed on an annual basis for a further four (4) years to 1997. This is expected to take place at the March 1995 Council Meeting.

4. Adjournment
-



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A-1

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**ANNUAL MEETING OF THE BOARD OF DIRECTORS**

**Tuesday, January 11, 1994**

**8:00 a.m.**

**HAMILTON CONVENTION CENTRE  
Albion "C"**

**MINUTES**

**PRESENT:** Mr. W. Tidball, Chairman  
Alderman T. Anderson, Vice-Chairman  
Alderman H. Merling  
Alderman B. Charters  
Mrs. M. Dow  
Mr. M. Ryder  
Mr. C. Nolan  
Mr. J. Kujavsky  
Mr. G. Kay  
Mrs. J. Isbester  
Mr. F. Deys

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Snetsinger  
Mr. B. Calder

**GUEST:** Mr. J. Schatz, City Clerk

**REGRETS:** Mayor R. Morrow  
Alderman F. Eisenberger  
Mr. A. DiIanni



The Chairman called the meeting to order at 8:15 a.m.

1. Minutes of Annual Meeting January 8, 1993

MOVED by Mr. Kay, seconded by Alderman Anderson that

**THE MINUTES OF THE ANNUAL MEETING HELD JANUARY 8, 1993 BE APPROVED.**

**MOTION CARRIED.**

2. Confirmation of Proceedings

MOVED by Alderman Merling, seconded by Mr. DiIanni that

**ALL ACTS, PROCEEDINGS, CONTRACTS, BY-LAWS, APPOINTMENTS, ELECTIONS AND PAYMENTS, ENACTED, MADE, DONE AND UNDERTAKEN BY THE DIRECTORS AND OFFICERS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. SINCE THE LAST ANNUAL GENERAL MEETING OF MEMBERS AS RECORDED IN THE MINUTES OF MEETINGS OF DIRECTORS OR MEMBERS OR ON THE BOOKS OR RECORDS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED, RATIFIED AND CONFIRMED.**

**MOTION CARRIED.**

3. Reaffirmation of H.E.C.F.I. Board/City of Hamilton Auditors

MOVED by Mr. Ryder, seconded by Mrs. Dow that

**H.E.C.F.I. APPOINT THE SAME AUDITORS AS ARE APPOINTED BY THE CITY OF HAMILTON TO BE EFFECTIVE UNTIL THE NEXT ANNUAL MEETING OF THE MEMBERS OR UNTIL AN ALTERNATE AUDITING FIRM IS APPOINTED.**

**MOTION CARRIED.**

4. Adjournment

MOVED by Mrs. Isbester, seconded by Mr. DiIanni that

**THE MEETING BE ADJOURNED AT 8:20 A.M.**

**MOTION CARRIED.**

TAKEN AS READ AND APPROVED

---

William Tidball, Chairman of the Board

---

Patricia Bennett, Secretary



# A-2

**2. Confirmation of Proceedings**

**Proposed Motion:**

**THAT ALL ACTS, PROCEEDINGS, CONTRACTS, BY-LAWS, APPOINTMENTS, ELECTIONS AND PAYMENTS, ENACTED, MADE, DONE AND UNDERTAKEN BY THE DIRECTORS AND OFFICERS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. SINCE THE LAST ANNUAL GENERAL MEETING OF MEMBERS AS RECORDED IN THE MINUTES OF MEETINGS OF DIRECTORS OR MEMBERS OR ON THE BOOKS OR RECORDS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED, RATIFIED AND CONFIRMED.**

**3. Reaffirmation of H.E.C.F.I. Board/  
City of Hamilton Auditors**

**Proposed Motion:**

**THAT H.E.C.F.I. APPOINT THE SAME AUDITORS AS ARE APPOINTED BY THE CITY OF HAMILTON TO BE EFFECTIVE UNTIL THE NEXT ANNUAL MEETING OF THE MEMBERS OR UNTIL AN ALTERNATE AUDITING FIRM IS APPOINTED.**



A2

Section 1

Section 2

Section 3

Section 4

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the year ending December 31, 1964. The information is presented in the following order: (1) Total land area, (2) Land under various uses, (3) Land owned by the Federal Government, (4) Land owned by the State of California, and (5) Land owned by private individuals. The total land area of the State of California is 158,333,442 acres. Of this total, 10,440,000 acres are under various uses, including agriculture, forests, and other uses. The Federal Government owns 10,440,000 acres, the State of California owns 10,440,000 acres, and private individuals own 10,440,000 acres.

URBAN/MUNICIPAL  
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1995

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, February 24, 1995  
8:00 a.m.

Hamilton Convention Centre - Room 314

ORDER OF BUSINESS

---

DECLARATION OF CONFLICT OF INTEREST

- |    |                                                             |              |
|----|-------------------------------------------------------------|--------------|
| 1. | Opening Remarks                                             |              |
| 2. | Oath of Appointed Office : Citizen Appointees               | Attachment 2 |
| 3. | Election of Officers<br>Appointment of Committee Membership | Attachment 3 |
| 4. | Standing Committee Terms of Reference                       | Attachment 4 |
| 5. | Board and Standing Committee Meeting Schedule               | Attachment 5 |

*REGULAR BUSINESS ACTION ITEMS*

- |    |                                           |                     |
|----|-------------------------------------------|---------------------|
| A. | <i>Operations Committee Second Report</i> | <i>Attachment A</i> |
|----|-------------------------------------------|---------------------|

*INFORMATION ITEMS*

- |     |                                                                                      |              |
|-----|--------------------------------------------------------------------------------------|--------------|
| 6.  | Correspondence                                                                       | Attachment 6 |
| 7.  | Minutes of Regular Meeting Held January 27, 1995                                     | Attachment 7 |
|     | 3.1 Errors or Omissions                                                              |              |
|     | 3.2 Motion for Approval                                                              |              |
| 8.  | Business Arising From the Minutes                                                    |              |
| 9.  | Private and Confidential                                                             |              |
|     | 9.1 Contractual Matters                                                              |              |
| 10. | New Business                                                                         |              |
| 11. | Other Business                                                                       |              |
| 12. | Date of Next Meeting: Friday, March 24, 1995 - 8:00 a.m.<br>Location To Be Announced |              |
| 9.  | Adjournment                                                                          |              |

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OUTSTANDING BUSINESS

Nil





2

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett  
Managing Director/CEO Legislative Assistant

DATE: February 20, 1995

SUBJECT: OATH OF APPOINTED OFFICE

**RECOMMENDATION:**

**THAT THE 1995 CITIZEN APPOINTEES; Mr. Jasper Kujavsky, Mr. John Nelson, and Mr. Sonny Monzavi, TAKE THE OATH OF APPOINTED OFFICE AT THE REGULAR MEETING OF THE H.E.C.F.I. BOARD OF DIRECTORS FEBRUARY 24, 1995.**

**BACKGROUND:**

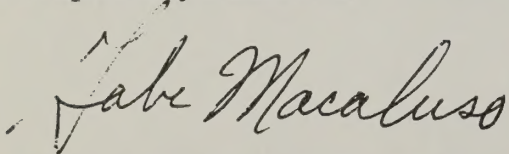
- City Council, at its meeting held 1991 October 29 adopted the recommendation "*That citizens appointed by Council to Boards, Commissions and Committees be required to take an Oath of Appointed Office, similar to that taken by members of City Council...*" and "*... that the City Solicitor provide a briefing of the Conflict of Interest rules and their practical application to all successful applicants prior to assuming their appointed responsibilities.*"
- Mayor Morrow, or in his absence, the City Clerk will administer the Oath of Appointed Office as follows:

*"I,....., do solemnly promise and declare that I will truly, faithfully and impartially, to the best of my knowledge and ability, execute the office of Member/Director of the Hamilton Entertainment and Convention Facilities Board, to which I have been appointed in this municipality, that I have not received and will not receive any payment or reward, or promise thereof, for the exercise of any partiality or malversation or other undue execution of such office, and that I have not by myself or partner, either directly or indirectly, any interest in any contract with or on behalf of the H.E.C.F.I. corporation except that arising out of my office as Member/Director.*

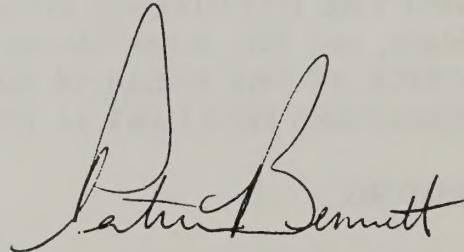


- A copy of the City Solicitor's March 3, 1992 memorandum respecting Conflict of Interest Guidelines is attached.
- A copy of the *Municipal Conflict of Interest Act, 1983, February 1989* is also attached.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Patricia Bennett  
Legislative Assistant

**CORPORATION OF THE CITY OF HAMILTON**  
**MEMORANDUM**

.....

TO: Member  
Board/Committee  
City of Hamilton

FROM: P. Noel Johnson  
City Solicitor  
Law Department

PHONE: 546-4520

SUBJECT: Conflict of Interest Guidelines

DATE: 1992 March 3

**WELCOME TO PUBLIC SERVICE!** By accepting the appointment to serve your community as a Citizen member in the City of Hamilton's Board/Committee structure, you will be subject to **ethical guidelines** that apply to Municipal Public service.

Those in public service must engender the public's confidence in exercising their authority in the best interests of that public, untouched by the perception of personal gain. The integrity of the member is not in question; each member, however, must ensure that their personal interests may not influence (or be perceived to influence) their public decisions.

To encourage citizens to participate in the democratic process and guide them through the issue of potential economic conflict between personal and public interest, the Province of Ontario has enacted rules set down in Statute ( the Municipal Conflict of Interest Act ); these rules have been interpreted by a growing volume of case law. This Statute is currently the subject of a report by the *Municipal Conflict of Interest Consultation Committee* to the Minister of Municipal Affairs (July 1991). This Committee has recommended a statement of purpose to clarify the intent of the legislation:

- ♦ to preserve the integrity of the local government decision-making process;
- ⊙ to ensure that members' personal pecuniary interests do not affect their public duties;
- ♥ to ensure that members do not use their public office to further their personal pecuniary interests;
- ♣ to provide a procedure for disclosure of pecuniary interest and for withdrawal from the decision-making process where the personal pecuniary interest of a member may conflict with the public interest (where exceptions do not apply).



Government  
of  
Ontario



Gouvernement  
de  
l'Ontario

# **Municipal Conflict of Interest Act, 1983**

Statutes of Ontario, 1983  
Chapter 8

as amended by  
1986, Chapter 64, s. 38 and  
1988, Chapter 31, s. 17

Published by the  
Ministry of the Attorney General

Printed by Dennis P. Caplice,  
\*Queen's Printer for Ontario

# **Loi de 1983 sur les conflits d'intérêts municipaux**

Lois de l'Ontario de 1983  
Chapitre 8

tel qu'il est modifié par  
l'art. 38 du chap. 64 de 1986  
et l'art. 17 du chap. 31  
de 1988

Publié par le  
ministère du Procureur général

Imprimé par Dennis P. Caplice,  
\*Imprimeur de la Reine pour l'Ontario

**OFFICE CONSOLIDATION**

THIS CONSOLIDATION IS PREPARED FOR PURPOSES OF CONVENIENCE ONLY, AND FOR ACCURATE REFERENCE RECOURSE SHOULD BE HAD TO THE STATUTES.

THE FRENCH TEXT OF THIS ACT HAS NOT BEEN ENACTED BY THE LEGISLATIVE ASSEMBLY, BUT IT IS AN OFFICIAL TRANSLATION WHICH MAY BE ADMITTED IN EVIDENCE UNDER SUBSECTION 25 (2) OF THE EVIDENCE ACT, CHAPTER 145 OF THE REVISED STATUTES OF ONTARIO, 1990.

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## CHAPTER 8

## Municipal Conflict of Interest Act, 1983

## Definitions

## 1. In this Act,

- (a) "child" means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family; ("enfant")
- (b) "controlling interest" means the interest that a person has in a corporation when he beneficially owns, directly or indirectly, or exercises control or direction over, equity shares of the corporation carrying more than 10 per cent of the voting rights attached to all equity shares of the corporation for the time being outstanding; ("intérêts majoritaires")
- (c) "council" means the council of a municipality other than an improvement district and means the board of trustees of a municipality that is an improvement district; ("conseil")
- (d) "elector" means,
  - (i) in respect of a municipality, or a local board thereof, other than a school board, a person entitled to vote at a municipal election in the municipality, and
  - (ii) in respect of a school board, a person entitled to vote at the election of members of the school board; ("électeur")
- (e) "interest in common with electors generally" means a pecuniary interest in common with the electors within the area of jurisdiction and, where the matter under consideration affects only part of the area of jurisdiction, means a pecuniary interest in common with the electors within that part; ("intérêt commun à tous les électeurs")

- (f) "judge" means a judge of the county or district court of the county or district in which the municipality or the administrative or head office of the local board is situate, or if, through illness or absence there is no judge of that court able to act, a judge of the county or district court of a county or district that adjoins the county or district in which the municipality or the administrative or head office of the local board is situate; ("juge")
- (g) "local board" means a school board, board of directors of a children's aid society, committee of adjustment, committee of management of a community recreation centre, conservation authority, court of revision, land division committee, public utilities commission, public library board, board of management of an improvement area, board of park management, board of health, board of commissioners of police, planning board, district welfare administration board, trustees of a police village, board of trustees of a police village, board or committee of management of a home for the aged, suburban roads commission or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of a municipality or of two or more municipalities or parts thereof, but does not include a committee of management of a community recreation centre appointed by a school board, a local roads board, a local services board or a negotiating committee appointed under the *Municipal Boundary Negotiations Act, 1981*; ("conseil local")
- (h) "meeting" includes any regular, special, committee or other meeting of a council or local board, as the case may be; ("réunion")
- (i) "member" means a member of a council or of a local board; ("membre")
- (j) "municipality" means the corporation of a county, city, town, village, township or improvement district or of a metropolitan, regional or district municipality and a board, commission or other local authority exercising any power in respect of municipal affairs or purposes, including school purposes, in territory without municipal organization, but does not include a committee of management of a com-



munity recreation centre appointed by a school board, a local roads board or a local services board; ("municipalité")

- (k) "parent" means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child; ("père ou mère")
- (l) "school board" means a board of education, public school board, secondary school board, Roman Catholic separate school board or Protestant separate school board and includes a divisional board of education; ("conseil scolaire")
- (m) "senior officer" means the chairman or any vice-chairman of the board of directors, the president, any vice-president, the secretary, the treasurer or the general manager of a corporation or any other person who performs functions for the corporation similar to those normally performed by a person occupying any such office; ("dirigeant")
- (n) "spouse" means a person of the opposite sex to whom the person is married or with whom the person is living in a conjugal relationship outside marriage. ("conjoint") 1983, c. 8, s. 1; 1986, c. 64, s. 38.

Indirect  
pecuniary  
interest

2. For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

- (a) he or his nominee,
  - (i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,
  - (ii) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or
  - (iii) is a member of a body,
 that has a pecuniary interest in the matter; or
- (b) he is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. 1983, c. 8, s. 2.

Interest of  
certain  
relatives  
deemed that  
of member

3. For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. 1983, c. 8, s. 3.

#### EXCEPTIONS

Where s. 5  
does not  
apply

4. Section 5 does not apply to a pecuniary interest in any matter that a member may have,

- (a) as a user of any public utility service supplied to him by the municipality or local board in like manner and subject to the like conditions as are applicable in the case of persons who are not members;
- (b) by reason of his being entitled to receive on terms common to other persons any service or commodity or any subsidy, loan or other such benefit offered by the municipality or local board;
- (c) by reason of his purchasing or owning a debenture of the municipality or local board;
- (d) by reason of his having made a deposit with the municipality or local board, the whole or part of which is or may be returnable to him in like manner as such a deposit is or may be returnable to all other electors;
- (e) by reason of having an interest in any property affected by a work under the *Drainage Act* or under the *Local Improvement Act*;
- (f) by reason of having an interest in farm lands that are exempted from taxation for certain expenditures under the *Assessment Act*;
- (g) by reason of the member being eligible for election or appointment to fill a vacancy, office or position in the council or local board when the council or local board is empowered or required by any general or special Act to fill such vacancy, office or position;
- (h) by reason only of his being a director or senior officer of a corporation incorporated for the purpose of carrying on business for and on behalf of the municipality or local board or by reason only of his being a member of a board, commission, or other body as an appointee of a council or local board;

R.S.O. 1980,  
cc. 126, 250

R.S.O. 1980,  
c. 31



R.S.O. 1980.  
c. 302

- (i) in respect of an allowance for attendance at meetings, or any other allowance, honorarium, remuneration, salary or benefit to which he may be entitled by reason of being a member or under a by-law passed pursuant to section 252 of the *Municipal Act*, or as a member of a volunteer fire brigade, as the case may be;
- (j) by reason of the member having a pecuniary interest which is an interest in common with electors generally; or
- (k) by reason only of an interest of the member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member. 1983, c. 8, s. 4.

#### DUTY OF MEMBER

When  
present at  
meeting at  
which matter  
considered

5.—(1) Where a member, either on his own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, he,

- (a) shall, prior to any consideration of the matter at the meeting, disclose his interest and the general nature thereof;
- (b) shall not take part in the discussion of, or vote on any question in respect of the matter; and
- (c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

Where  
member to  
leave closed  
meeting

(2) Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration.

When absent  
from meeting  
at which  
matter  
considered

(3) Where the interest of a member has not been disclosed as required by subsection (1) by reason of his absence from the meeting referred to therein, the member shall disclose his interest and otherwise comply with subsection (1) at the first meeting of the council or local board, as the case may be, attended by him after the meeting referred to in subsection (1). 1983, c. 8, s. 5.

## RECORD OF DISCLOSURE

Disclosure to  
be recorded  
in minutes

6.—(1) Every declaration of interest and the general nature thereof made under section 5 shall, where the meeting is open to the public, be recorded in the minutes of the meeting by the clerk of the municipality or secretary of the committee or local board, as the case may be.

Idem

(2) Every declaration of interest made under section 5, but not the general nature of that interest, shall, where the meeting is not open to the public, be recorded in the minutes of the next meeting that is open to the public. 1983, c. 8, s. 6.

## REMEDY FOR LACK OF QUORUM

Quorum  
deemed  
constituted

7.—(1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, notwithstanding any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.

Application  
to judge

(2) Where in the circumstances mentioned in subsection (1), the remaining number of members who are not disabled from participating in the meeting is less than two, the council or local board may apply to a judge on an *ex parte* basis for an order authorizing the council or local board, as the case may be, to give consideration to, discuss and vote on the matter out of which the interest arises.

Power of  
judge to  
declare s. 5  
not to apply

(3) The judge may, on an application brought under subsection (2), by order, declare that section 5 does not apply to the council or local board, as the case may be, in respect of the matter in relation to which the application is brought, and the council or local board thereupon may give consideration to, discuss and vote on the matter in the same manner as though none of the members had any interest therein, subject only to such conditions and directions as the judge may consider appropriate and so order. 1983, c. 8, s. 7.

## ACTION WHERE CONTRAVENTION ALLEGED

Who may try  
alleged  
contravention  
of s. 5 (1-3)

8. The question of whether or not a member has contravened subsection 5 (1), (2) or (3) may be tried and determined by a judge. 1983, c. 8, s. 8.

Who may  
apply to  
judge

9.—(1) Subject to subsection (3), an elector may, within six weeks after the fact comes to his knowledge that a member may have contravened subsection 5 (1), (2) or (3), apply to



the judge by way of originating notice of motion in the manner prescribed by the rules of court for a determination of the question of whether the member has contravened subsection 5 (1), (2) or (3).

Contents of  
notice of  
motion

(2) The elector in his notice of motion shall state the grounds for finding a contravention by the member of subsection 5 (1), (2) or (3).

Time for  
bringing  
application  
limited

(3) No application shall be brought under subsection (1) after the expiration of six years from the time at which the contravention is alleged to have occurred. 1983, c. 8, s. 9.

Power of  
judge to  
declare seat  
vacant,  
disqualify  
member and  
require  
restitution

**10.—**(1) Subject to subsection (2), where the judge determines that a member or a former member while he was a member has contravened subsection 5 (1), (2) or (3), he,

- (a) shall, in the case of a member, declare the seat of the member vacant; and
- (b) may disqualify the member or former member from being a member during a period thereafter of not more than seven years; and
- (c) may, where the contravention has resulted in personal financial gain, require the member or former member to make restitution to the party suffering the loss, or, where such party is not readily ascertainable, to the municipality or local board of which he is a member or former member.

Saving by  
reason of  
inadvertence  
or *bona fide*  
error

(2) Where the judge determines that a member or a former member while he was a member has contravened subsection 5 (1), (2) or (3), if the judge finds that the contravention was committed through inadvertence or by reason of a *bona fide* error in judgment, the member is not subject to having his seat declared vacant and the member or former member is not subject to being disqualified as a member, as provided by subsection (1).

Member  
not to be  
suspended

(3) The authority to disqualify a member in subsection (1) does not include the right to suspend a member. 1983, c. 8, s. 10.

Appeal to  
Divisional  
Court

**11.—**(1) An appeal lies from any order made under section 10 to the Divisional Court in accordance with the rules of court.

Judgment or  
new trial

(2) The Divisional Court may give any judgment that ought to have been pronounced, in which case its decision is final, or

the Divisional Court may grant a new trial for the purpose of taking evidence or additional evidence and may remit the case to the trial judge or another judge and, subject to any directions of the Divisional Court, the case shall be proceeded with as if there had been no appeal.

Appeal from  
order or new  
trial

(3) Where the case is remitted to a judge under subsection (2), an appeal lies from the order of the judge to the Divisional Court in accordance with the provisions of this section. 1983, c. 8, s. 11.

Proceedings  
not  
invalidated  
but voidable

12. The failure of any person to comply with subsection 5 (1), (2) or (3) does not of itself invalidate any proceedings in respect of any such matter but the proceedings in respect of such matter are voidable at the instance of the municipality or of the local board, as the case may be, before the expiration of two years from the date of the passing of the by-law or resolution authorizing such matter unless to make void the proceedings would adversely affect the rights of any person acquired under or by virtue of the proceedings who acted in good faith and without actual notice of the failure to comply with subsection 5 (1), (2) or (3). 1983, c. 8, s. 12.

Procedure  
substituted  
for quo  
warranto  
proceedings

13. Proceedings to declare a seat vacant or to disqualify a member or former member for conflict of interest, or to require a member or former member to make restitution where a contravention has resulted in personal financial gain, shall be had and taken only under the provisions of this Act. 1983, c. 8, s. 13.

#### GENERAL

Insurance  
R.S.O. 1980,  
c. 302

14.—(1) Notwithstanding section 248 of the *Municipal Act*, the council of every municipality may at any time pass by-laws,

(a) for contracting for insurance;

R.S.O. 1980,  
c. 218

(b) notwithstanding the *Insurance Act*, to enable the municipality to act as an insurer; and

(c) for exchanging with other municipalities in Ontario reciprocal contracts of indemnity or inter-insurance in accordance with Part XIII of the *Insurance Act*,



to protect a member of the council or of any local board thereof who has been found not to have contravened section 5, against any costs or expenses incurred by the member as a result of a proceeding brought under this Act, and for paying on behalf of or reimbursing the member for any such costs or expenses.

R.S.O. 1980,  
c. 218 does  
not apply

(1a) The *Insurance Act* does not apply to a municipality acting as an insurer for the purposes of subsection (1).

Surplus funds  
R.S.O. 1980,  
c. 218

(1b) Notwithstanding subsections 340 (1) and (2) of the *Insurance Act*, any surplus funds and the reserve fund of a municipal reciprocal exchange may be invested only in such securities as a municipality may invest in under subsection 165 (2) of the *Municipal Act*.

R.S.O. 1980,  
c. 302

Reserve  
funds

(1c) The moneys raised for a reserve fund of a municipal reciprocal exchange may be expended, pledged or applied to a purpose other than that for which the fund was established if two-thirds of the municipalities that are members of the exchange together with two-thirds of the municipalities that previously were members of the exchange and that may be subject to claims arising while they were members of the exchange agree in writing and if section 339 of the *Insurance Act* is complied with. 1988, c. 31, s. 17.

Local boards

(2) A local board has the same powers to provide insurance for or to make payments to or on behalf of its members as are conferred upon the council of a municipality under this section in respect of its members.

Former  
members

(3) A by-law passed under this section may provide that it applies to a person who was a member at the time the circumstances giving rise to the proceeding occurred but who, prior to the judgment in the proceeding, has ceased to be a member. 1983, c. 8, s. 14 (2, 3).

Conflict with  
other Acts

15. In the event of conflict between any provision of this Act and any provision of any general or special Act, the provision of this Act prevails. 1983, c. 8, s. 15.

---

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett  
Managing Director/CEO Legislative Assistant

DATE: February 20, 1995

SUBJECT: **ELECTION OF OFFICERS :  
APPOINTMENT OF COMMITTEE MEMBERSHIP  
VOTING PROCEDURES and BACKGROUND INFORMATION**

---

The following is voting criteria which is forwarded to you simply as a reminder of procedures to be followed during the election of officers and committee membership appointments:

- (i) Someone other than a Board Member must assume the Chair for the purpose of the election of the Chairman; thereafter the elections may be conducted by the newly elected Chairman;
- (ii) In respect of the election of the Chairman, First Vice-Chairman and Second Vice-Chairman, Bill Pr34 states as follows: clause 11 (4), "*At least one of the Chairman or First Vice-Chairman or second Vice-Chairman shall be a member of Council and at least one of them shall not be a Member of Council*"; and clause 11 (5), "*The Chairman, First Vice-Chairman and Second Vice-Chairman are eligible for re-election.*"
- (iii) Upon request by any Director of the Board, the balloting for elections shall be by secret ballot;
- (iv) Should only one person be nominated for a position then that person is declared elected by acclamation;
- (v) In order for an individual to become elected there must be a majority vote. If all members are not in attendance then the majority decreases accordingly;
- (vi) Should two or more individuals be nominated, no majority is reached and the individual with the least number of votes is dropped from the ballot. This procedure is continued until a majority is reached;



- (vii) Should a tie vote occur, a second ballot is taken. If the results of the second ballot remains a tie, the officer is elected by means of a draw by lot;
- (viii) Directors must be present in order to vote; proxy votes are not permitted;
- (vix) Directors may be elected/appointed if he/she is absent from the meeting. (A letter of acceptance or some other means of conveyance of acceptance should exist).
- (x) In respect of Standing Committees, H.E.C.F.I.'s By-Law No. 6 approved at the Board's February 8, 1993 Regular meeting, states as follows:

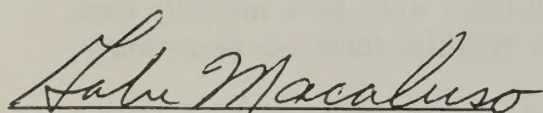
*"Each Committee appointed shall be composed of not less than five (5) members of the Board, including the Mayor, the Chairman of the Board and three others.*

*All Committee Members shall be appointed annually by the full Board at its meeting held immediately subsequent to the Annual Meeting.*

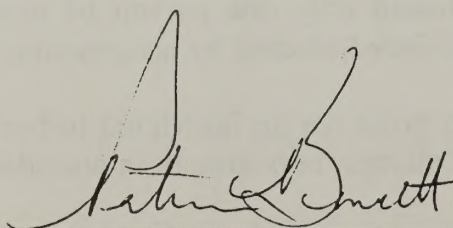
*A Chairman and a Vice-Chairman of each Standing Committee shall be elected by the full Board at its meeting held immediately subsequently to the Annual Meeting."*

For your information enclosed is a historical record of officers and committee membership from 1984 to 1993.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Patricia Bennett  
Legislative Assistant

**1994 H.E.C.F.I. BOARD OF DIRECTORS**

Mr. W. Tidball, Chairman  
Alderman T. Anderson, First Vice-Chairman  
Mr. C. Nolan, Second Vice-Chairman  
Mayor R. Morrow  
Alderman B. Charters  
Alderman F. Eisenberger  
Alderman H. Merling  
Mrs. M. Dow  
Mrs. J. Isbester  
Mr. G. Kay  
Mr. M. Ryder  
Mr. A. DiIanni  
Mr. J. Kujavsky  
Mr. F. Deys

**OPERATIONS COMMITTEE**

Mayor R. Morrow  
Mr. W. Tidball, Chairman of the Board  
Alderman H. Merling, Chairman  
Alderman B. Charters, Vice-Chairman  
Alderman T. Anderson  
Mr. J. Kujavsky  
Mrs. M. Dow  
Mrs. J. Isbester  
Mr. C. Nolan  
Mr. G. Kay  
Mr. F. Deys

**FINANCE AND ADMINISTRATION  
COMMITTEE**

Mayor R. Morrow  
Mr. W. Tidball, Chairman of the Board  
Mr. M. Ryder, Chairman  
Mrs. J. Isbester, Vice-Chairman  
Mr. J. Kujavsky  
Mr. C. Nolan

**MARKETING AND SALES COMMITTEE**

Mayor R. Morrow  
Mr. W. Tidball, Chairman of the Board  
Mrs. M. Dow, Chairman  
Alderman F. Eisenberger, Vice-Chairman  
Mr. A. DiIanni  
Mr. G. Kay  
Mr. J. Kujavsky

**SPECIAL AUDIT COMMITTEE**

Mayor R. Morrow  
Mr. W. Tidball, Chairman of the Board  
Mr. M. Ryder, Chairman  
Mrs. J. Isbester  
Mrs. M. Dow  
Mr. J. Kujavsky  
Mr. C. Nolan



1993 H.E.C.F.I. Board of Directors

Mr. W. Tidball, Chairman  
Alderman T. Anderson, First Vice-Chairman  
Mr. F. DeNardis, Second Vice-Chairman  
Mayor R. Morrow  
Alderman B. Charters  
Alderman F. Eisenberger  
Alderman H. Merling  
Mr. G. Kay  
Mrs. M. Dow  
Mr. M. Ryder  
Mr. A. DiIanni  
Mr. J. C. Nolan  
Mr. J. Kujavsky  
Mrs. J. Isbester

OPERATIONS COMMITTEE

Alderman H. Merling, Chairman  
Mr. J. Kujavsky, Vice-Chairman  
Mr. G. Kay  
Mrs. M. Dow  
Alderman B. Charters  
Alderman T. Anderson  
Mr. C. Nolan

MARKETING AND SALES  
COMMITTEE

Mrs. M. Dow, Chairman  
Alderman F. Eisenberger, Vice-Chairman  
Mr. A. DiIanni  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. DeNardis

FINANCE AND ADMINISTRATION  
COMMITTEE

Mr. M. Ryder, Chairman  
Mr. J. C. Nolan, Vice-Chairman  
Mrs. J. Isbester  
Mr. S. J. Kujavsky

SPECIAL AUDIT COMMITTEE

Mr. M. Ryder, Chairman  
Mr. J. C. Nolan, Vice-Chairman  
Mrs. J. Isbester  
Mrs. M. Dow

1992  
Board of Directors  
Hamilton Entertainment and Convention Facilities Inc.

Mr. Gene Kay, Chairman  
Alderman T. Anderson, First Vice-Chairman  
Mr. W. Tidball, Second Vice-Chairman  
Mayor R. Morrow  
Alderman H. Merling  
Alderman F. Eisenberger  
Alderman B. Charters  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. M. Ryder  
Mr. F. DeNardis  
Mr. A. DiIanni  
Mr. C. Nolan  
Mr. J. Kujavsky

Operations Committee

Mayor R. Morrow  
Mr. G. Kay, Board Chairman  
Alderman H. Merling, Chairman  
Mr. N. Levitt, Vice-Chairman  
Alderman T. Anderson  
Alderman B. Charters  
Mrs. Mary Dow

Marketing and Sales Committee

Mayor R. Morrow  
Mr. G. Kay, Board Chairman  
Alderman F. Eisenberger, Chairman  
Mrs. M. Dow, Vice-Chairman  
Mr. A. DiIanni  
Mr. F. DeNardis  
Mr. J. Kujavsky

Finance and Administration

Mayor R. Morrow  
Mr. G. Kay, Board Chairman  
Mr. M. Ryder, Chairman  
Mr. J. Kujavsky, Vice-Chairman  
Mr. C. Nolan  
Mr. W. Tidball

Special Audit

Mayor R. Morrow  
Mr. G. Kay, Board Chairman  
Mr. M. Ryder, Chairman  
Mr. C. Nolan, Vice-Chairman  
Mrs. M. Dow





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416/546-4000  
Fax 416/527-6856

1991

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Mr. G. Kay, Chairman  
Alderman D. Agostino, First Vice-Chairman  
Mr. F. DeNardis, Second Vice-Chairman  
Mayor R. Morrow  
Alderman J. Gallagher  
Alderman T. Murray  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Jackson  
Alderman D. Drury  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. W. J. Tidball  
Ms. A. VanDuzer  
Mr. W. McFarland  
Mr. M. Ryder  
Mr. A. DiIanni

Finance & Administration  
Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Mr. W. McFarland, Chairman  
Alderman T. Jackson, Vice-Chairman  
Alderman W. McCulloch  
Ms. A. VanDuzer  
Mr. M. Ryder

Marketing & Sales  
Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Alderman G. Gallagher, Chairman  
Mrs. M. Dow, Vice-Chairman  
Mr. F. DeNardis  
Mr. A. DiIanni  
Mr. M. Ryder  
Alderman D. Agostino  
Alderman D. Drury

Operations  
Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Alderman T. Murray, Chairman  
Alderman H. Merling, Vice-Chairman  
Mr. W. Tidball  
Mr. N. Levitt

Special Audit Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Mr. W. McFarland, Chairman  
Mr. M. Ryder, Vice-Chairman  
Mrs. M. Dow

Copps Coliseum Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Alderman T. Murray, Chairman  
Alderman J. Gallagher, Vice-Chairman  
Alderman D. Agostino  
Mr. W. McFarland  
Mr. M. Ryder  
Mrs. M. Dow

Hamilton Place Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Alderman H. Merling, Chairman  
Mrs. M. Dow, Vice-Chairman  
Alderman W. McCulloch  
Alderman T. Jackson  
Ms. A. VanDuzer  
Mr. F. DeNardis

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Mr. G. Kay, Chairman of the Board  
Mr. W. Tidball, Chairman  
Mr. N. Levitt, Vice-Chairman  
Alderman T. Jackson  
Alderman D. Drury  
Mr. M. Ryder



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L9A 3L4  
Tel. 416/546-4000  
Fax 416/527-6856

1990

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Alderman J. Gallagher, Chairman  
Mr. F. DeNardis, First Vice-Chairman  
Alderman D. Agostino, Second Vice Chairman  
Mayor R. Morrow  
Alderman T. Murray  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Jackson  
Alderman D. Drury  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. G. Kay  
Mr. W. Tidball  
Ms. A. VanDuzer  
Mr. M. Ryder  
Mr. W. McFarland  
Mr. A. DiIanni

Finance & Administration  
Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Mr. F. DeNardis, Chairman  
Mr. W. McFarland, Vice Chairman  
Alderman T. Jackson  
Alderman W. McCulloch  
Ms. A. VanDuzer

Copps Coliseum Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Alderman T. Murray, Chairman  
Mr. G. Kay, Vice Chairman  
Alderman D. Agostino  
Mr. W. McFarland  
Mrs. M. Dow  
Mr. M. Ryder

Marketing & Sales Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Mrs. M. Dow, Chairman  
Mr. M. Ryder, Vice Chairman  
Alderman D. Drury  
Alderman D. Agostino  
Mr. W. Tidball

Hamilton Place Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Alderman H. Merling, Chairman  
Mrs. M. Dow, Vice Chairman  
Alderman W. McCulloch  
Alderman T. Jackson  
Ms. A. VanDuzer  
Mr. F. DeNardis

Operations Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Alderman T. Murray, Chairman  
Alderman H. Merling, Vice  
Chairman  
Mr. G. Kay  
Mr. N. Levitt  
Mr. A. DiIanni

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Mr. W. Tidball, Chairman  
Mr. N. Levitt, Vice Chairman  
Alderman T. Jackson  
Alderman D. Drury  
Mr. M. Ryder

Special Audit Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
of the Board  
Mr. W. McFarland, Chairman  
Mrs. M. Dow  
Mr. M. Ryder





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L6  
Tel. 416-527-7900

1989

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Alderman J. Gallagher, Chairman  
Mr. W. McFarland, First Vice Chairman  
Alderman D. Agostino, Second Vice  
Chairman  
Mayor R. Morrow  
Alderman T. Murray  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Jackson  
Alderman D. Drury  
Mr. T. Casey  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. F. DeNardis  
Mr. G. Kwiatowski  
Mr. W. Tidball  
Ms. A. VanDuzer  
Mr. P. Cowell

Executive Committee

Mayor R. Morrow  
Alderman J. Gallagher, Chairman  
Mr. W. McFarland, Vice Chairman  
Alderman T. Murray  
Mr. N. Levitt  
Alderman W. McCulloch  
Alderman D. Agostino

Special Audit Committee

Alderman J. Gallagher  
Mr. W. Tidball, Chairman  
Mr. W. McFarland

Copps Coliseum Committee

Mayor R. Morrow  
Alderman J. Gallagher  
(Board Chairman)  
Alderman T. Murray, Chairman  
Mr. P. Cowell, Vice Chairman  
Mr. W. McFarland  
Alderman D. Agostino  
Mr. G. Kwiatowski  
Mr. T. Casey

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Alderman J. Gallagher  
(Board Chairman)  
Mr. N. Levitt, Chairman  
Mr. W. Tidball, Vice Chairman  
Ms. A. VanDuzer  
Mrs. M. Dow  
Alderman D. Drury

Hamilton Place Theatre  
Committee

Mayor R. Morrow  
Alderman J. Gallagher  
(Board Chairman)  
Alderman W. McCulloch, Chairman  
Alderman H. Merling, Vice Chairman  
Alderman T. Jackson  
Mrs. M. Dow  
Mr. F. DeNardis  
Mr. W. Tidball



1988  
Board of Directors  
Hamilton Entertainment and Convention Facilities Inc.

Alderman B. Hinkley, Chairman  
Mr. T. Yates, First Vice Chairman  
Alderman J. Gallagher, Second Vice Chairman  
Mayor Robert Morrow  
Alderman T. Murray  
Alderman R. Wheeler  
Mr. T. Casey  
Mr. S. Cino  
Mr. W. McFarland  
Dr. C. Bart  
Mr. D. Beattie  
Mr. N. Levitt  
Mrs. M. Dow  
Mr. P. DeNardis

Notes: Mr. Yates resigned in June, 1988; Dr. Bart in September. Messrs. Tidball and Kwiatowski were appointed to the Board in October, 1988. Alderman Gallagher moved to the position of First Vice Chairman.

Executive Committee

Mayor R. Morrow  
Alderman B. Hinkley, Chairman  
Mr. W. McFarland, Vice Chairman  
Alderman T. Murray  
Mr. T. Yates  
Alderman J. Gallagher  
Mr. S. Cino

Special Audit Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Mr. W. McFarland, Chairman  
Mr. S. Cino  
Dr. C. Bart

Notes: Alderman Wheeler  
replaced Mr. Yates.

Dr. Bart was not replaced.

Coppe Coliseum

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Alderman T. Murray, Chairman  
Mr. D. Beattie, Vice Chairman  
Mr. W. McFarland  
Mr. N. Levitt  
Mr. T. Casey  
Alderman J. Gallagher

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Mr. T. Yates, Chairman  
Alderman Wheeler, Vice  
Chairman  
Mr. D. Beattie  
Mr. P. DeNardis  
Mrs. M. Dow  
Mr. N. Levitt

Notes: Mr. Kwiatowski replaced  
Mr. Yates; Alderman Wheeler  
was appointed Chairman; Mr.  
Levitt, Vice Chairman.

Hamilton Place Theatre  
Committee

Mayor R. Morrow  
Mr. S. Cino, Chairman  
Dr. C. Bart, Vice Chairman  
Mr. P. DeNardis  
Mr. T. Casey  
Mrs. M. Dow  
Alderman R. Wheeler

Notes: Mr. Tidball replaced Dr. Bart.  
A Vice Chairman was not appointed.





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel 416 527-7900

1987

Board of Directors

The Hamilton Entertainment and Convention Facilities Inc.

Alderman B. Hinkley, Chairman  
Mr. T. Yates, First Vice Chairman  
Alderman J. Gallagher, Second Vice Chairman  
Mr. D. Braley  
Mayor R. Morrow  
Alderman T. Murray  
Alderman R. Wheeler  
Mr. T. Casey  
Mr. S. Cino  
Mr. D. Hector  
Mr. W. McFarland  
Dr. C. Bart  
Mr. D. Beattie  
Mr. N. Levitt

Copps Coliseum Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Alderman T. Murray, Chairman  
Mr. D. Beattie, Vice Chairman  
Mr. W. McFarland  
Alderman J. Gallagher  
Mr. T. Casey  
Mr. D. Braley

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Mr. T. Yates, Chairman  
Alderman R. Wheeler, Vice  
Chairman  
Mr. D. Beattie  
Mr. N. Levitt  
Mr. D. Braley

Hamilton Place Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Mr. D. Hector, Chairman  
Mr. S. Cino, Vice Chairman  
Alderman R. Wheeler  
Mr. T. Casey  
Dr. C. Bart

Audit & Finance Committee

Mayor R. Morrow  
Alderman B. Hinkley  
(Board Chairman)  
Mr. W. McFarland, Chairman  
Dr. C. Bart, Vice Chairman  
Mr. D. Hector  
Mr. S. Cino  
Mr. N. Levitt



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416-527-7900

1986

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman  
Alderman B. Hinkley, First Vice Chairman  
Mr. T. Yates, Second Vice Chairman  
Mayor Robert Morrow  
Alderman T. Murray  
Alderman R. Wheeler  
Alderman J. Gallagher  
Mr. T. Casey  
Mr. S. Cino  
Mr. D. Hector  
Mr. W. McFarland  
Dr. C. K. Bart  
Mr. D. Beattie  
Mrs. J. Gowland

Copps Coliseum Committee

Mayor R. Morrow  
Mr. D. Braley  
(Board Chairman)  
Alderman T. Murray, Chairman  
Mr. D. Beattie, Vice Chairman  
Mr. W. McFarland  
Alderman J. Gallagher  
Mr. T. Casey

Hamilton Place Committee

Mayor R. Morrow  
Mr. D. Braley  
(Board Chairman)  
Mr. D. Hector, Chairman  
Mr. S. Cino, Vice Chairman  
Alderman R. Wheeler  
Mr. T. Casey  
Dr. C. Bart

Hamilton Convention Centre  
Committee

Mayor R. Morrow  
Mr. D. Braley  
(Board Chairman)  
Mr. T. Yates, Chairman  
Alderman R. Wheeler, Vice  
Chairman  
Mr. D. Beattie  
Mrs. J. Gowland  
Alderman B. Hinkley

Audit & Finance Committee

Mayor R. Morrow  
Mr. D. Braley  
(Board Chairman)  
Mr. W. McFarland, Chairman  
Dr. C. Bart, Vice Chairman  
Mr. D. Hector  
Mr. S. Cino  
Alderman B. Hinkley





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel 416-527-7900

1985

Interim Board

Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman  
Mr. J. Jaggard, First Vice Chairman  
Alderman D. Gray, Second Vice Chairman  
Mayor R. Morrow  
Alderman J. Bethune  
Alderman B. Hinkley  
Alderman T. Murray  
Mr. T. Casey  
Mr. D. Hector  
Mr. W. McFarland  
Mr. R. Wheeler  
Mr. T. Yates  
Mr. P. Valariano  
Mr. S. Cino

Trade Centre Arena Committee

Alderman D. Gray, Chairman  
Mr. P. Valeriano, Vice Chairman  
Mr. S. Cino  
Mr. T. Casey  
Mr. R. Wheeler  
Mr. W. McFarland  
Mr. J. Jaggard  
Alderman T. Murray

Finance & Audit Committee

Mr. W. McFarland, Chairman  
Alderman T. Murray  
Mr. D. Hector

Hamilton Place Committee

(May, 1985)

Mr. D. Hector, Chairman  
Mr. R. Whynott  
Mr. S. Cino  
Mr. F. DeNardis  
Mr. J. C. Jaggard  
Mr. B. B. Shekter  
Mr. M. C. J. Watson  
Alderman V. Agro  
Alderman B. Charlton  
Alderman M. Kiss  
Alderman W. McCulloch  
Alderman H. Merling  
Alderman T. Murray

Hamilton Convention Centre  
Committee

(May, 1985)

Mr. D. Braley, Chairman  
Mr. K. L. Clark  
Mr. W. B. Stetson  
Mrs. J. A. Street  
Mr. M. Waxman  
Mr. T. Yates  
Alderman J. A. Bethune  
Alderman B. Hinkley  
Alderman H. Merling

Note: The Members of both Committees were Members of the former Boards of Directors for Hamilton Place Theatre and The Hamilton Convention Centre.

Hamilton Entertainment and Convention Facilities Inc. manages and operates The Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of The City of Hamilton



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

101 York Boulevard  
Hamilton, Ontario  
Canada L8R 3L4  
Tel. 416-527-7900

1984 (June, 1984)

Interim Board

The Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman  
Mr. J. Jaggard, First Vice Chairman  
Alderman D. Gray, Second Vice Chairman  
Mayor R. M. Morrow  
Alderman P. J. Peterson  
Alderman B. Hinkley  
Alderman T. Murray  
Mr. T. Casey  
Mr. S. Cino  
Mr. D. M. Hector  
Mr. W. H. McFarland  
Mr. P. O. Valeriano  
Mr. R. Wheeler  
Mr. T. Yates

Trade Centre Arena Committee

Alderman D. Gray, Chairman  
Mr. P. Valeriano, Vice Chairman  
Mr. S. Cino  
Mr. R. Wheeler

Finance & Audit Sub-Committee

Mr. W. McFarland, Chairman  
Alderman T. Murray  
Mr. D. M. Hector



4

## **STANDING COMMITTEE TERMS OF REFERENCE**

## OPERATIONS

### TERMS OF REFERENCE

1. Receive, review and recommend to the Finance and Administration Committee the annual operating and capital budgets;
2. Recommend to the Board all operational and maintenance expenditures over \$50,000, including method of financing;
3. Review and recommend for approval all contract documents for tender and all contracts for services;
4. Monitor building and equipment to ensure optimum performance;
5. Monitor operations efficiency and effectiveness;
6. Review and recommend to the HECFI Board all matters pertaining to the provision of food and beverage in HECFI facilities as established by Board policy;
7. Provide a monthly written report to the Board;
8. Review reports provided by senior management regarding occupational health and safety issues and recommend appropriate actions to the Board of Directors relative to health and safety issues;
9. Perform other duties as assigned by Board of Directors.



## MARKETING & SALES COMMITTEE

### TERMS OF REFERENCE

1.    a)    Receive, review and recommend to the Board the Annual Marketing Plan;  
      b)    The Marketing Plan to include client services and public relations;
2.    Receive, review and recommend to the Board for approval strategic plans for future;
3.    Receive, review and recommend to the Finance and Administration Committee the annual operating and capital budgets;
4.    Evaluate and make recommendations regarding community education, social and cultural activities related to performing arts;
5.    Monitor activities and events to assess program balance, number of event days, and results of promotions and co-promotions;
6.    Recommend to the HECFI Board all expenditures over \$50,000, including method of financing;
7.    Receive, review and recommend for approval events that qualify for subsidy from the Innovative Programming Reserve;
8.    Monitor expenditures from the Provision for Promotions account for promotions and co-promotions.
9.    Provide a monthly written report to the Board;
10.   Perform other duties as assigned by Board of Directors.

March, 1992

## **FINANCE & ADMINISTRATION**

### **TERMS OF REFERENCE**

1. Oversee the financial affairs of the Corporation;
2. Receive, review and recommend to the Board the annual operating budgets;
3. Receive, review and recommend to the Board the annual 5-year capital budget programmes;
4. Recommend to the Board all financial and administrative policies and personnel matters;
5. Oversee the Box Office/Ticketing Services for all HECFI facilities;
6. Recommend to the HECFI Board all capital and operational expenditures over \$50,000, including method of financing;
7. Assume responsibility for the efficient management of funds;
8. Provide a monthly written report to the Board;
9. Perform other duties as assigned by Board of Directors.



5

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett  
Managing Director/CEO Legislative Assistant

DATE: February 20, 1995

SUBJECT: BOARD AND STANDING COMMITTEE SCHEDULE

**RECOMMENDATION:**

**THAT THE EXISTING BOARD AND STANDING COMMITTEE SCHEDULE BE REAFFIRMED:**

- (i) **THAT THE REGULAR (monthly) BOARD MEETINGS TAKE PLACE EVERY FOURTH FRIDAY AT 8 A.M. EXCEPT WHEN THERE ARE FIVE FRIDAYS DURING A MONTH, WHEREBY THE REGULAR MEETING WILL BE HELD ON THE FIFTH FRIDAY; and**
- (ii) **THAT THE FOLLOWING STANDING COMMITTEES MEET AS FOLLOWS DURING THE THIRD WEEK OF EVERY MONTH EXCEPT WHEN THERE ARE FIVE WEEKS DURING A MONTH, WHEREBY THE STANDING COMMITTEES WILL BE HELD DURING THE FOURTH WEEK:**

**OPERATIONS COMMITTEE:** every third Wednesday at 12 Noon

**FINANCE AND ADMINISTRATION:** every third Thursday at 8 a.m.

**MARKETING AND SALES:** every third Thursday at 12 Noon

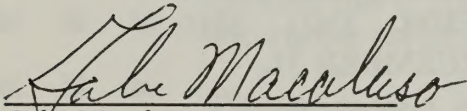
**OTHER:** at the call of the Chairperson

**BACKGROUND:**

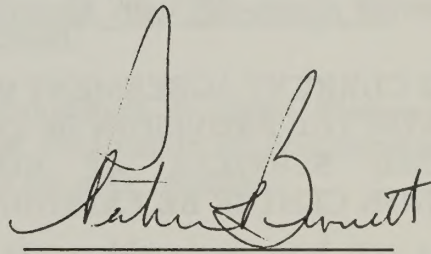
- The foregoing meeting schedule was adopted by the Board of Directors in January, 1991, and subsequently amended in December, 1994 to move the schedule ahead one week when there are five weeks during a month. The schedule provides management's facilitation of the business of the Board on a timely basis; i.e. all Standing Committees meet the week prior to the Board ensuring that issues forwarded to the full Board are current.

- The meeting schedule does not interfere with either of the City's or Regional's Standing Committee schedules.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Patricia Bennett  
Legislative Assistant



A

## OPERATIONS COMMITTEE SECOND REPORT

The Operations Committee presents its **SECOND** Report from its meeting held February 15, 1995 and respectfully recommends approval of the following:

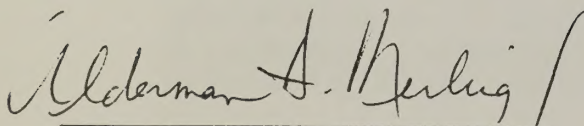
1. CC/HCC: Provision of Convention and Trade Show Electrical Services; Extension of Agreement with Ainsworth Electrical Co. Ltd.

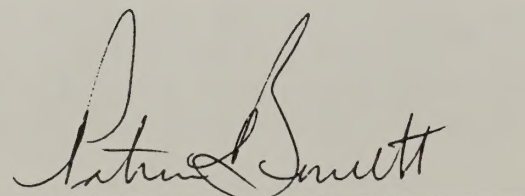
**THAT THE CURRENT AGREEMENT WITH AINSWORTH ELECTRICAL CO. LTD. FOR THE PROVISION OF CONVENTION AND TRADE SHOW ELECTRICAL SERVICES AT COPPS COLISEUM AND THE CONVENTION CENTRE BE EXTENDED TO 1995 DECEMBER 31.**

2. CC/HCC: Provision of Audio Visual Services; Extension of Agreement with Telav Audio Visual Services

**THAT THE CURRENT AGREEMENT WITH TELAV AUDIO VISUAL SERVICES, FOR THE PROVISION OF AUDIO VISUAL SERVICES AT THE CONVENTION CENTRE AND COPPS COLISEUM BE EXTENDED TO 1995 DECEMBER 31.**

Respectfully submitted,

  
Alderman H. Merling, Chairman

  
Patricia Bennett, Secretary

pl

6

January 24, 1995

Mr. Brad Calder  
Director of Operations, Events Delivery  
H.E.C.F.I.  
101 York Blvd.  
Hamilton, ON L8R 3L4

Dear Brad,

Re: HAMILTON PLACE: Lease Agreement - Office & Storage Space

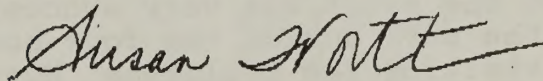
Enclosed please find three copies of the 1995 lease agreement for the Bach Elgar Choral Society, duly executed.

I trust that you will find the documents in order. Please do not hesitate to contact me if you require further information or documentation. A copy of our insurance certificate is enclosed for your records.

Please extend our thanks to Gabe Macaluso and the H.E.C.F.I. Board of Directors for not increasing rental rates for 1995. This will greatly assist the Bach Elgar Choir achieving its ongoing financial stabilization and debt reduction goals.

Your Truly,

BACH ELGAR CHORAL SOCIETY



Susan Worthington, B. Mus., B.Ed.  
Administrator

enc

Wayne Strongman  
Artistic Director

Susan Worthington  
Administrator

Hamilton Place  
10 MacNab Street South  
Hamilton, Ontario  
L8P 4Y3

(905) 527-5995

**BACH  
ELGAR  
CHOIR**



# FRIENDS OF GAGE PARK

FEB 15 1995

P.O.Box 68001, Blakely Postal Outlet  
Hamilton, ON, L8M 3M7

Gabe Macaluso  
Managing Director  
H.E.C.F.I.  
Copps Coliseum  
101 York Blvd.  
Hamilton, Ont.,  
L8R 3L4

February 10, 1995

Dear Mr. Macaluso:

I would like to express my sincere thanks to you for the donation of two \$20. gift certificates for Copps Coliseum. The gift certificates made perfect prizes to award to some of the people in attendance at our Family Skating party which was held on February 4, 1995. Our dedicated volunteers worked very hard to prepare the rink and organize the event. Participation from businesses like yours helped to make our event a great one, which makes all of our hard work worth while.

I am proud to report that the event was very successful. We had approximately 2500 at the park during the four hour event. People were skating, visiting the Childrens' Museum, warming up in the tropical gardens, and enjoying a tour of Gage Park on a horse drawn wagon ride. We feel confident that we gave families in the area a very enjoyable and inexpensive way to spend the day together. This is just what we all needed to get rid of the winter blues.

Thank you once again for your participation. Your on going support of the Friends of Gage Park is truly appreciated by all of our members.

Sincerely:

*D. Haining*

Dennis Haining  
Vice Chair  
Friends of Gage Park

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, January 27, 1995**

**8:00 a.m.**

**Hamilton Convention Centre, Albion A**

**MINUTES**

**PRESENT:** Mr. W. Tidball, Chairman  
Mr. C. Nolan, Second Vice-Chairman  
Alderman H. Merling  
Alderman B. Charters  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. Deys

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:** Mayor R. Morrow  
Alderman T. Anderson  
Mrs. M. Dow  
Mr. A. DiIanni



1. Opening Remarks

The Chairman called the meeting to order at 8:15 a.m.

A. Operations Committee First Report

The Board received the Operations Committee First Report of 1995.  
It was

A.1 1995 - 2004 Provisional Capital Budget

**MOVED** by Alderman Merling, seconded by Alderman Charters that

**THE 1995 - 2004 PROVISIONAL CAPITAL BUDGET BE APPROVED  
AS AMENDED.**

**MOTION CARRIED.**

During discussion of the project respecting the modification of Copps Coliseum exterior sign it was clarified that the intent of the Operations Committee was to move this \$100,000. allocation to the year 1997.

A.2 Hamilton Convention Centre - Linen Supply/Cleaning :  
Acceptance of Tender Submitted by Canadian Linen Supply Co.  
Ltd.

**MOVED** by Alderman Merling, seconded by Mr. Kay that

**THE TENDER SUBMITTED BY CANADIAN LINEN SUPPLY CO.  
LTD., HAMILTON, FOR THE SUPPLY AND CLEANING OF TABLE  
LINENS FOR THE CONVENTION CENTRE FOR THE TERM  
COMMENCING 1995 JANUARY 1 AND ENDING 1997 DECEMBER  
31, BE ACCEPTED; and**

**THAT THE COST RELATING TO THIS SERVICE BE FINANCED  
FROM THE OPERATING BUDGET ACCOUNT NUMBER HE 56360  
82201 - CONVENTION CENTRE, LINEN CLEANING.**

**MOTION CARRIED.** Mr. Nolan opposed the motion.

B. Finance & Administration First Report

The Board received the Finance and Administration's First Report of 1995. It was

MOVED by Mr. Ryder, seconded by Mrs. Isbester that

**THE FOLLOWING MOTIONS RECOMMENDED BY THE  
FINANCE AND ADMINISTRATION COMMITTEE BE APPROVED:**

B.1 CIBC Authorization for the Operation of the Centralized Cash  
Control Service System

**THE H.E.C.F.I. BOARD OF DIRECTORS APPROVE THE  
FOLLOWING BANKING RESOLUTION RELATIVE TO THE  
OPERATION OF THE CITY OF HAMILTON'S CENTRALIZED  
CASH CONTROL SERVICE:**

**RESOLUTION OF THE DIRECTORS OF HAMILTON  
ENTERTAINMENT AND CONVENTION FACILITIES  
INC. (THE "CORPORATION").**

**WHEREAS IT IS CONVENIENT AND IN THE  
INTEREST OF THE CORPORATION TO PERMIT  
THE TRANSFER OF BALANCES AND RELEASE OF  
CONFIDENTIAL INFORMATION AND REPORTS,  
CONTEMPLATED IN THE FORM OF  
AUTHORIZATION AND DIRECTION REFERRED TO  
IN THIS RESOLUTION.**

**THEREFORE BE IT RESOLVED THAT THE  
CORPORATION EXECUTE AND DELIVER IN  
FAVOUR OF CANADIAN IMPERIAL BANK OF  
COMMERCIAL (THE "BANK") THE FORM OF  
AUTHORIZATION AND DIRECTION NOW  
SUBMITTED TO THE CORPORATION (A COPY OF  
WHICH IS ATTACHED TO MANAGEMENT'S  
DECEMBER 22, 1994 REPORT); and**



THAT THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER OR EITHER OF THEM BE AND IS/ARE HEREBY AUTHORIZED AND DIRECTED, FOR AND ON BEHALF OF THE CORPORATION (WHETHER UNDER THE CORPORATE SEAL OR OTHERWISE) TO EXECUTE OR CAUSE THE SAID AUTHORIZATION AND DIRECTION TO BE EXECUTED IN THE FORM SUBMITTED (SUBJECT TO SUCH MODIFICATIONS AS MAY BE APPROVED, SUCH APPROVAL TO BE CONCLUSIVELY EVIDENCED BY THE EXECUTION THEREOF), AND TO DO ALL ACTS AND THINGS AS MAY BE CONSIDERED NECESSARY OR DESIRABLE TO GIVE EFFECT TO THE AUTHORIZATION AND DIRECTION OR ANY TRANSACTION CONTEMPLATED BY THE AUTHORIZATION AND DIRECTION.

B.3 Reserve for Budget Stabilization

THE CITY'S FINANCE AND ADMINISTRATION COMMITTEE AUTHORIZE THE CITY TREASURER TO SET ASIDE UP TO FIFTY PERCENT (50%) OF H.E.C.F.I.'S ANNUAL SURPLUS, IF ANY, EFFECTIVE 1994 AND BEYOND, TO A MAXIMUM CUMULATIVE BALANCE OF \$250,000. IN A RESERVE FOR BUDGET STABILIZATION; and

THAT THIS RESERVE FOR BUDGET STABILIZATION BE CREDITED WITH INTEREST EARNED ANNUALLY; and

THAT THE RESERVE FOR BUDGET STABILIZATION BE UTILIZED WITH THE APPROVAL OF THE H.E.C.F.I. BOARD AND CITY COUNCIL TO FUND H.E.C.F.I.'S NET OPERATING BUDGET SHORTFALL, IF ANY, FOR THOSE YEARS WITH DISAPPOINTING FINANCIAL RESULTS.

MOTION CARRIED.

C. Community Dinner : Ad and Sales Dinner/Distinguished Citizen of the Year

**MOVED** by Mr. Kay, seconded by Mrs. Isbester that

**H.E.C.F.I. PURCHASE UP TO EIGHT (8) TICKETS TO THE 1995 57TH DISTINGUISHED CITIZEN OF THE YEAR AWARD NIGHT DINNER, MONDAY, JANUARY 30, 1995 TO BE HELD AT THE HAMILTON CONVENTION CENTRE.**

**MOTION CARRIED.**

D. Community Dinner : CYO Celebrity Dinner

Mr. Kay's motion to purchase two tickets on behalf of the Board of Directors was defeated. It was clarified that the Board's practice is to consider each dinner separately and on its own merit.

**MOVED** by Alderman Merling, seconded by Mr. Nolan that

**NO ACTION BE TAKEN RESPECTING THE BOARD'S PURCHASE OF TICKETS TO THE CYO CELEBRITY DINNER, FEBRUARY 23, 1995.**

**MOTION CARRIED.** Alderman Jackson and Mr. Kay opposed the motion.

2. Correspondence

Nil



3. Minutes of Regular Meeting Held December 15, 1994

MOVED by Mr. Ryder, seconded by Mr. Kujavsky that

**THE MINUTES OF THE REGULAR MEETING HELD DECEMBER  
15, 1994 BE APPROVED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

Nil

5. Private and Confidential

MOVED by Alderman Jackson, seconded by Mr. Nolan that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:45  
A.M.**

**MOTION CARRIED.**

MOVED by Mr. Ryder, seconded by Alderman Jackson that

**THE IN-CAMERA SESSION BE ADJOURNED AT 9:35 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

7.1 Hamilton Construction Association

Mr. Nolan conveyed his commendations respecting the food, beverage and service provided at a recent Construction Association event held at the Convention Centre.

8. Date of Next Meeting

Friday, February 24, 1995  
8:00 a.m.  
Hamilton Convention Centre, Room 314

Adjournment

**MOVED** by Mr. Deys, seconded by Mr. Ryder that

**THE MEETING BE ADJOURNED AT 9:40 A.M.**

TAKEN AS READ AND APPROVED

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William Tidball, Chairman

---

Patricia Bennett, Secretary



U.S. Court of Appeals  
for the District of Columbia  
January 11, 1962

1. The Commission on the  
Organization of the  
Federal Government  
has submitted to the President  
a report on the organization  
of the Federal Government  
which contains a number of  
recommendations for  
improving the efficiency  
of the Federal Government.

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of the Federal Government.

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

## MEETING OF THE BOARD OF DIRECTORS

Thursday, December 15, 1994

8:00 a.m.

Hamilton Convention Centre - Room 314

## ORDER OF BUSINESS

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DECLARATION OF CONFLICT OF INTEREST

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## 1. Opening Remarks

## ACTION ITEMS

## A. Operations Committee Ninth Report

Circulated at meeting

## B. Finance &amp; Administration Fourth Report

Circulated at meeting

## INFORMATION ITEMS

## 2. Correspondence

Attachment 2

## 3. Minutes of Regular Meeting Held November 18, 1994

Attachment 3

## 3.1 Errors or Omissions

## 3.2 Motion for Approval

## 4. Business Arising From the Minutes

4.1 Financial Results for the Period Ended  
November 30, 1994

Circulated at Meeting

## 5. Private and Confidential

## 5.1 Contractual Matters

## 6. New Business

## 7. Other Business

8. Date of Next Meeting: Friday, January 27, 1995 - 8:00 a.m.  
Location To Be Announced

## 9. Adjournment

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OUTSTANDING BUSINESS

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Nil

December 12, 1994

Patricia Bennett

Secretary to the Board of Directors

HAMILTON PUBLIC LIBRARY

DEC 14 1994

GOVERNMENT DOCUMENTS



HAMILTON PUBLIC LIBRARY

DEC 14 1964

MANAGEMENT DOCUMENTS

Dear Gabe

Thank you so much for giving us the opportunity to sell 50/50. We all had a great time and we earned just over \$1,000. per team which pleased me + all.

What impressed me the most though is how you manage to operate an organization of that size so smoothly. Every detail was looked after in advance. Your staff are all so friendly + helpful. John was wonderful + Andy was right on time each night. I know what long hours your work + it shows all over. What a fantastic 100% recycled paper  due to your effort!!

Gabe

Thanks a bunch!

Patty Legg

2





**NATIONAL HOCKEY LEAGUE PLAYERS' ASSOCIATION**

One Dundas Street West, Suite 2300, P.O. Box 84, Toronto, Canada M5G 1Z3  
Telephone: (416) 408-4040 FAX: (416) 408-3685

November 30, 1994

**VIA MAIL**

Mr. Gabe Macaluso  
Managing Director/CEO  
Hamilton Entertainment and  
Convention Facilities Inc.  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear Gabe:

Thank you for your note of November 17. I would like to thank you and all of your staff for all of the great assistance we received in the 4 on 4 Hockey Challenge. It goes without saying that we could not have pulled off the event without all of your help and we certainly appreciate the great job which everyone in your organization did.

Yours very truly,

**NATIONAL HOCKEY LEAGUE  
PLAYERS' ASSOCIATION**

Ted Saskin  
Senior Director  
Business Affairs and Licensing

TS/sz

# ELIZABETH BAGSHAW MIDDLE SCHOOL

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350 ALBRIGHT ROAD  
HAMILTON, ONTARIO  
L8K 5J4  
TELEPHONE : (416) 561-9520

November 9, 1994

Mr. R. Clark, Principal  
Stinson Street School  
200 Stinson Street  
Hamilton, Ontario  
L8N 4J5

Dear Rick:

Please forgive the length of time I have taken to respond to what I believe to have been an extremely important offering.

All of our Grade 8 students at Elizabeth Bagshaw School attended the "Diffusing Gender Stereotyping" workshops at Hamilton Place. There were so many positive outcomes. The programme was at once educationally sound and motivational.

Dave Daylor is an extraordinary teacher. What a privilege it was to have our students exposed to his genius. He fills his own students with incredible skills, unlimited energy and an astounding ability to engage an audience. The sessions were magical and this magic evolved from kids teaching kids.

My students were mesmerized by these young actors/actresses. They hung on their every word. Some faces reflected an awareness that a new idea, a possibility was opening up for them. These kids got the message. They worked with it, manipulated it, and surprised themselves with their own abilities. They watched each other cautiously at first but soon realized that no one was too cool — it was okay to do this work. They enjoyed every minute. And they will remember the message because it came from kids and because they were actively involved.

To Dave Daylor, Gabe Macaluso, Rick Clark, Bill Manson, the young actors/actresses and all of the people who cared about this project and believed it could work, I thank you.



We have a wonderful city filled with incredible resources. Your efforts have allowed some young Hamiltonians, an opportunity to learn and grow and dream. Please keep the partnership going -- It's a winner!

Sincerely,

*B. Francis*

Mrs. B. Francis,  
Guidance Counsellor

/kh

c.c. -- Dave Daylor and Cast  
-- Bill Manson  
-- Betty Bond  
-- Nancy Nichols  
-- Murray Quinn  
-- Donald Goodridge  
-- Gabe Macaluso  
-- Debra Vivian

NOV 30 1994

# Hamilton Philharmonic Orchestra Guild Inc.

7 Garden Lane, Grimsby, Ontario, L3M 3X8 (905) 945-3216

November 22, 1994

Mr. Gabe Macaluso  
Hamilton Entertainment and Convention Facilities Inc.  
101 York Boulevard  
Hamilton Ontario  
L8R 3L4

Dear Mr. Macaluso:

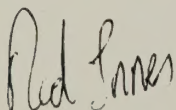
On behalf of The Hamilton Philharmonic Orchestra Guild, the Philharmonic Society, the office staff and the many volunteers of the Auction Committee, please accept our sincere appreciation for your contribution to our Starlight Auction held on November 2, 1994.

The Hamilton Philharmonic Orchestra is grateful for your generous support of the Starlight Auction, one of our orchestra's most important fundraising events. Your contribution joined with over five hundred other items enabled us to raise close to \$60,000. We extend our most sincere gratitude to you, particularly during these economically challenging times.

Thanks to you, the HPO can continue to present world class music on stage at Hamilton Place and other venues throughout our region.

Once again, on behalf of the Hamilton Philharmonic Orchestra Guild, the Hamilton Philharmonic Orchestra Society and the Starlight Auction Committee, many thanks for your support. We hope to have your participation again next year.

Sincerely,



Rod Innes  
Auction Committee Chairman.

**Hamilton Philharmonic Orchestra Guild Inc.**





**FOCUS ON  
EXCELLENCE '94**

ONTARIO OCCUPATIONAL HEALTH NURSES ASSOCIATION

OCT. 17-21, 1994  
HAMILTON

02 2 - 001

December 5, 1994

Mr. Gabe Macaluso  
HECFI Chairman  
115 King St. West  
Hamilton, Ontario  
L8P 4T9

Dear Mr. G. Macaluso,

On behalf of the Ontario Occupational Health Nurses Association that held its 23rd annual conference at the Hamilton Convention Centre, thank you very much for all the help you and your staff extended to our local organizing committee members.

We have had positive comments from the over 500 delegates about the service, layout and efficiency of our facility here in Hamilton.

Sincerely,

Bonner T. Villabroza  
Chair Exhibits & Entertainment Committee

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, November 18, 1994  
8:00 a.m.  
Hamilton Place, Meeting Room #1**

**MINUTES**

**PRESENT:** Mr. W. Tidball, Chairman  
Mr. C. Nolan, Second Vice Chairman  
Alderman F. Eisenberger  
Mrs. M. Dow  
Mr. M. Ryder  
Mr. A. DiIanni  
Mr. J. Kujavsky  
Mr. G. Kay  
Mrs. J. Isbester  
Mr. F. Deys

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder

**REGRETS:** Mayor R. Morrow  
Alderman T. Anderson  
Alderman H. Merling  
Alderman B. Charters



1. Opening Remarks

The Chairman called the meeting to order at 8:20 a.m. Congratulations were extended to Alderman F. Eisenberger and to Mr. Cam Nolan for their well-run political campaigns. Mr. Tidball relayed that he had the opportunity to meet with Doug Beeforth, Vice President, Sports, CTV, during the 4 on 4 Challenge who indicated he was thrilled with Copps Coliseum. Congratulations were extended to the Managing Director and other staff involved in making the tournament the success that it was.

A. Marketing and Sales Fourth Report

**MOVED** by Mrs. Dow, seconded by Mr. Nolan that

**THE AGREEMENT WITH NEON PRODUCTS LTD. AS EXCLUSIVE SALES AGENT FOR INTERIOR DISPLAY ADVERTISING SALES AT COPPS COLISEUM BE RENEWED FOR A ONE (1) YEAR PERIOD, COMMENCING DECEMBER 1, 1994; and**

**THAT A CONTRACTUAL AGREEMENT BE DEVELOPED IN CONSULTATION WITH THE SOLICITORS FOR THE CITY OF HAMILTON IN ACCORDANCE WITH THE TERMS AND CONDITIONS DETAILED IN MANAGEMENT'S NOVEMBER 11, 1994 REPORT.**

**MOTION CARRIED.**

2. Correspondence

Nil

3. Minutes of Regular Meeting Held October 28, 1994

**MOVED** by Mr. Nolan, seconded by Mrs. Isbester that

**THE MINUTES OF THE REGULAR MEETING HELD OCTOBER 28, 1994 BE APPROVED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

4.1 Financial Summary for the Ten Month Period Ended October 31, 1994

**MOVED** by Mr. Ryder, seconded by Alderman Eisenberger that

**THE FINANCIAL SUMMARY FOR THE TEN MONTH PERIOD ENDED OCTOBER 31, 1994 BE RECEIVED.**

**MOTION CARRIED.**

5. Private and Confidential

**MOVED** by Mr. Deys, seconded by Mr. Kujavsky that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:25 A.M.**

**MOTION CARRIED.**

**MOVED** by Mr. Ryder, seconded by Mr. DiIanni that

**THE IN-CAMERA SESSION BE ADJOURNED AT 8:45 A.M.**

**MOTION CARRIED.**

6. New Business

6.1 H.E.C.F.I. Non-Voting Resource Representative on Citizen Appointee Selection Committee

The Chairman advised that Orientation Sessions for potential appointees to various City Boards, Commissions and Committees will be held at City Hall November 29th and 30th. City Council has again requested that one member of the Hamilton Entertainment and Convention Facilities Inc. be appointed to serve as a non-voting resource person on the Selection Committee to review applications and interview candidates applying for membership on the H.E.C.F.I. Board.



During discussion Mr. DiIanni commented that while he has not definitely made up his mind, at this time he did not think he would be reapplying for appointment due to his having accepted a position in Welland and that if ultimately he did not reapply, he was willing to volunteer his services in this capacity. As an alternate, Marvin Ryder volunteered his services providing interviews took place after December 7th.

6.2 Electronic Craft Show

The CEO reported that the Electronic Craft Show was disappointing in both public turn-out and in the number and type of display booths. Terms of the contract specified that 10% of the booths would be crafts; in fact, there were many more than 10% of the booths which were crafts. This has caused some difficulties with the promoter of the Convention Centre Christmas Craft Show. Mr. Macaluso will have further discussion with the promoter of the Electronic Craft Show regarding this breach of contract.

7. Other Business

Nil

8. Date of Next Meeting

December Standing Committees and the full Board meeting will remain at the call of the various Chairmen.

9. Adjournment

The meeting adjourned at 9:50 a.m.

TAKEN AS READ AND APPROVED

\_\_\_\_\_  
William Tidball, Chairman

\_\_\_\_\_  
Patricia Bennett, Secretary





URBAN/MUNICIPAL  
CAY ON HBL V89  
A35  
1995

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, March 31, 1995  
8:00 a.m.

Hamilton Convention Centre - Room 314

ORDER OF BUSINESS

HAMILTON PUBLIC LIBRARY

MAR 29 1995

GOVERNMENT DOCUMENTS

DECLARATION OF CONFLICT OF INTEREST

URBAN MUNICIPAL

1. Opening Remarks

MAR 29 1995

ACTION ITEMS

- A. *Finance and Administration Second Report*

GOVERNMENT DOCUMENTS Attachment A

INFORMATION ITEMS

2. Correspondence Attachment 2
3. Minutes of Regular Meeting Held February 24, 1995 Attachment 3  
and Special Meeting Held March 3, 1995
  - 3.1 Errors or Omissions
  - 3.2 Motion for Approval
4. Business Arising From the Minutes
5. Private and Confidential
  - 5.1 Contractual Matters
6. New Business
7. Other Business
8. Date of Next Meeting: Friday, April 28, 1995 - 8:00 a.m.  
*Location To Be Announced*
9. Adjournment

OUTSTANDING BUSINESS

Nil

March 27, 1995  
Patricia Bennett  
Secretary to the Board of Directors





A

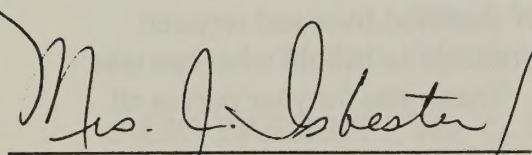
## FINANCE AND ADMINISTRATION COMMITTEE SECOND REPORT

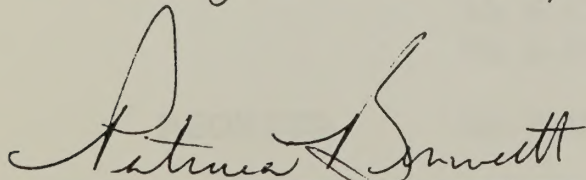
The Finance and Administration Committee presents its **SECOND** Report from its meeting held March 23, 1995 and respectfully recommends approval of the following:

1. Merit Increases for the Period 1993 January 1 to 1993 June 13

**THAT ALL MERITS DUE FOR THE PERIOD 1993 JANUARY 1 TO 1993 JUNE 13 BE PAID TO ALL ELIGIBLE EMPLOYEES AS APPROVED BY CITY COUNCIL AT ITS MEETING ON FEBRUARY 28, 1995 IN ADOPTING ITEM 5 OF THE SIXTH REPORT OF THE CITY'S FINANCE AND ADMINISTRATION COMMITTEE.**

Respectfully submitted,

  
Mrs. J. Isbester, Chair / pb

  
Patricia Bennett, Secretary



2

MAR 23 1995

# PASTORAL COUNSELLING CENTRE

354 King Street West, Hamilton

March 20, 1995

Dear Gabe,

You recently helped to make possible a whole string of miracles.

We at the Pastoral Counselling Centre saw the need to either generate added funds to continue serving people whose lives are in chaos (usually through no fault of their own), or stop serving those who cannot pay the cost of the needed service.

We saw the possibility of sponsoring the Forever Plaid Concert in hopes of raising up to \$6,000.

With your help it all became a reality.

We are pleased to tell you that we in fact raised over \$6,900. Your help made that possible.

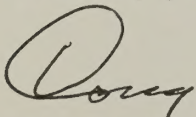
Thank you for recognizing the opportunity and offering it to us on such an attractive basis. Your guidance and support along the way were both appreciated and very important to us.

You certainly have a very competent and supportive staff. Our dealings with Silena Primavera and Irene Gaudet were a pleasure. They were both efficient and helpful.

The first miracle in that string of miracles mentioned above is the outstanding success of the concert in all ways. It ran smoothly. It was a delight to the audience. And it generated more than we dared hope. Thank you for your part in that.

The rest of that string of miracles will be the ongoing healing of shattered lives and tortured relationships that grows out of the counselling process. It is a privilege to behold what can take place through the counselling services you have made possible. Thank you for your part in all those miracles.

Gratefully yours,



Doug Wallace, Chairman  
Concert Committee

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, February 24, 1995**

**8:00 a.m.**

**(Directly Following the Annual Meeting)**

**Hamilton Convention Centre**

**Room 314**

**MINUTES**

**PRESENT:** Mr. W. Tidball, Chairman  
Alderman T. Anderson, First Vice Chairman  
Mayor R. Morrow  
Alderman H. Merling  
Alderman B. Charters  
Alderman T. Jackson  
Mrs. M. Dow  
Mrs. J. Isbester  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. J. Nelson  
Mr. S. Monzavi

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:** Mr. F. Deys



1. Opening Remarks

Mr. Tidball called the meeting to order at 8:25 a.m.

2. Oath of Appointed Office : Citizen Appointees

Mayor Morrow administered the Oath of Office to Messrs. Jasper Kujavsky, John Nelson and Sonny Monzavi who were appointed to the Board effective February 1, 1995. Each individual signed a printed copy of the Oath.

3. Election of Officers  
Appointment of Committee Membership

**MOVED** by Mr. Ryder, seconded by Mrs. Isbester that

**ALL BALLOTS BE DESTROYED AT THE CONCLUSION OF THE ELECTION PROCESS.**

**MOTION CARRIED.**

The Secretary took the Chair at 8:30 a.m. and opened the floor for nominations for the position of Chair of the Board.

Alderman Merling moved the nomination of Mrs. Dow; it was seconded by Alderman Charters. Mr. Kujavsky moved the nomination of Mr. Tidball, Mr. Ryder seconded the motion. Alderman Jackson moved that nominations be closed; Mrs. Isbester seconded the motion.

**MRS. MARY DOW WAS ELECTED TO THE POSITION OF CHAIR OF THE BOARD 1995.**

Mrs. Dow took the Chair at 8:35 a.m. thanking everyone for their support. Mrs. Dow commended Mr. Tidball for his competency in fulfilling the role of Chair and advised that she will be calling on his and Mr. G. Kay's expertise from time to time in her new role as H.E.C.F.I. Chair.

First Vice Chair

Alderman Merling moved the nomination of Alderman Anderson; it was seconded by Mr. Kay. Alderman Charters moved that nominations be closed; Alderman Jackson seconded the motion.

**ALDERMAN T. ANDERSON WAS ELECTED TO THE POSITION OF FIRST VICE CHAIR OF THE BOARD BY ACCLAMATION.**

Second Vice Chair

Alderman Merling moved the nomination of Alderman Charters; it was seconded by Alderman Jackson. Alderman Anderson moved that nominations be closed; Mr. Monzavi seconded the motion.

**ALDERMAN B. CHARTERS WAS ELECTED TO THE POSITION OF SECOND VICE CHAIR OF THE BOARD BY ACCLAMATION.**

Election of Standing Committee Chair and Vice Chair

Operations Committee / Chair

Mr. Kujavsky moved the nomination of Alderman Merling; it was seconded by Alderman Charters. Alderman Anderson moved that nominations be closed; Alderman Charters seconded the motion.

**ALDERMAN H. MERLING WAS ELECTED TO THE POSITION OF CHAIR OF THE OPERATIONS COMMITTEE BY ACCLAMATION.**



Operations Committee / Vice Chair

Mr. Kujavsky moved the nomination of Mr. F. Deys; it was seconded by Alderman Charters. Alderman Jackson moved that nominations be closed; Mr. Kay seconded the motion.

**MR. F. DEYS WAS ELECTED TO THE POSITION OF VICE-CHAIR OF THE OPERATIONS COMMITTEE BY ACCLAMATION.**

Finance and Administration Committee / Chair

Alderman Merling moved the nomination of Mr. Ryder who declined the acceptance of the nomination. Mr. Ryder moved the nomination of Mrs. J. Isbester; it was seconded by Mr. Kujavsky. Alderman Anderson moved the nominations be closed; Mr. Tidball seconded the motion.

**MRS. J. ISBESTER WAS ELECTED TO THE POSITION OF CHAIR OF THE FINANCE AND ADMINISTRATION COMMITTEE BY ACCLAMATION.**

Finance and Administration Committee / Vice Chair

Alderman Anderson moved the nomination of Mr. Monzavi; Mr. Kay seconded the nomination. Alderman Anderson moved the nominations closed; Mr. Kay seconded the motion.

**MR. S. MONZAVI WAS ELECTED TO THE POSITION OF VICE CHAIR OF THE FINANCE AND ADMINISTRATION COMMITTEE BY ACCLAMATION.**

Audit Committee / Chair

Mr. Ryder moved the nomination of Mrs. J. Isbester; it was seconded by Mr. Kujavsky. Alderman Anderson moved the nominations be closed; Mr. Tidball seconded the motion.

**MRS. J. ISBESTER WAS ELECTED TO THE POSITION OF CHAIR OF THE AUDIT COMMITTEE BY ACCLAMATION.**

Audit Committee / Vice Chair

Alderman Anderson moved the nomination of Mr. Monzavi; Mr. Kay seconded the nomination. Alderman Anderson moved the nominations closed; Mr. Kay seconded the motion.

**MR. S. MONZAVI WAS ELECTED TO THE POSITION OF VICE CHAIR OF THE FINANCE AND ADMINISTRATION COMMITTEE BY ACCLAMATION.**

Marketing and Sales Committee / Chair

Mr. Kay moved the nomination of Mr. Ryder; it was seconded by Mr. Tidball. Mrs. Isbester moved that nominations be closed; Alderman Anderson seconded the motion.

**MR. M. RYDER WAS ELECTED TO THE POSITION OF CHAIR OF THE MARKETING AND SALES COMMITTEE BY ACCLAMATION.**



Marketing and Sales Committee / Vice Chair

Alderman Charters moved the nomination of Mr. J. Nelson; it was seconded by Mr. Kujavsky. Alderman Jackson moved that nominations be closed; Alderman Anderson seconded the motion.

**MR. J. NELSON WAS ELECTED TO THE POSITION OF VICE CHAIR OF THE MARKETING AND SALES COMMITTEE BY ACCLAMATION.**

Committee Membership

Operations Committee

The following Directors were appointed to the Operations Committee:

Alderman T. Anderson  
Alderman B. Charters  
Mr. W. Tidball  
Mr. G. Kay  
Mr. J. Nelson  
Mr. J. Kujavsky  
Mrs. J. Isbester

Finance and Administration Committee

Alderman T. Jackson  
Mr. J. Kujavsky  
Mr. M. Ryder

Audit Committee

Alderman T. Jackson  
Mr. J. Kujavsky  
Mr. M. Ryder

Marketing and Sales Committee

Marketing and Sales Committee

Mr. J. Kujavsky  
Mr. F. Deys  
Mrs. J. Isbester

Mrs. Dow declared the elections closed.

4. Standing Committee Terms of Reference

**MOVED** by Mr. Kay, seconded by Mr. Kujavsky that

**THE STANDING COMMITTEE TERMS OF REFERENCE BE RECEIVED.**

**MOTION CARRIED.**

5. Board and Standing Committee Meeting Schedule

**MOVED** by Mr. Kay, seconded by Mrs. Isbester that

**MANAGEMENT'S FEBRUARY 20TH REPORT RESPECTING THE BOARD  
AND STANDING COMMITTEE SCHEDULE BE RECEIVED.**

**MOTION CARRIED.**

Mr. Ryder stated that meeting dates and times for the Marketing and Sales Committee will be discussed further at the first Marketing and Sales Committee meeting.

A. Operations Committee Second Report

**MOVED** by Alderman Merling, seconded by Mr. Kay that

**THE OPERATIONS COMMITTEE SECOND REPORT OF 1995 BE  
APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:**



CC/HCC: Provision of Convention and Trade Show  
Electrical Services: Extension of Agreement with  
Ainsworth Electrical Co. Ltd.

**THAT THE CURRENT AGREEMENT WITH AINSWORTH ELECTRICAL CO. LTD. FOR THE PROVISION OF CONVENTION AND TRADE SHOW ELECTRICAL SERVICES AT COPPS COLISEUM AND THE CONVENTION CENTRE BE EXTENDED TO 1995 DECEMBER 31.**

CC/HCC: Provision of Audio Visual Services: Extension of  
Agreement with Telav Audio Visual Services

**THAT THE CURRENT AGREEMENT WITH TELAV AUDIO VISUAL SERVICES, FOR THE PROVISION OF AUDIO VISUAL SERVICES AT THE CONVENTION CENTRE AND COPPS COLISEUM BE EXTENDED TO 1995 DECEMBER 31.**

**6. Correspondence**

**MOVED** by Alderman Charters, seconded by Alderman Anderson that

**CORRESPONDENCE RECEIVED AS ATTACHMENT 6 OF THE AGENDA PACKAGE BE RECEIVED.**

**MOTION CARRIED.**

**7. Minutes of Regular Meeting Held January 27, 1995**

**MOVED** by Alderman Charters, seconded by Alderman Anderson that

**THE MINUTES OF THE JANUARY 27, 1995 MEETING BE APPROVED.**

**MOTION CARRIED.**

8. Business Arising From the Minutes

Nil

9. Private and Confidential

MOVED by Mr. Ryder, seconded by Mr. Kay that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:25 A.M.**

**MOTION CARRIED.**

MOVED by Alderman Anderson, seconded by Alderman Jackson that

**THE IN-CAMERA SESSION BE ADJOURNED AT 9:30 A.M.**

**MOTION CARRIED.**

Entertainment Sales Agent

MOVED by Alderman Jackson, seconded by Mr. Kay that

**H.E.C.F.I. RETAIN THE SERVICES OF AN ENTERTAINMENT SALES AGENT UNDER AGREEMENT FOR ONE YEAR WITH A THIRTY (30) DAY OUT CLAUSE, EFFECTIVE IMMEDIATELY; and**

**THAT AN AGREEMENT BE DRAFTED BY THE LAW DEPARTMENT IN CONSULTATION WITH H.E.C.F.I.**

**MOTION CARRIED.**

10. New Business

Nil



11. Other Business

Nil

12. Date of Next Meeting:

Friday, March 24, 1995 - 8:00 a.m.  
Location to be Announced.

13. Adjournment

The meeting adjourned at 9:35 a.m.

TAKEN AS READ AND APPROVED

---

Mrs. Mary Dow, Chair

---

Patricia Bennett, Secretary

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Friday, March 3, 1995  
8:00 a.m.  
Copps Coliseum, Hamilton Room**

**MINUTES**

**PRESENT:** Mrs. M. Dow, Chair  
Alderman T. Anderson, 1st Vice-Chair  
Alderman B. Charters, 2nd Vice-Chair  
Mayor R. Morrow  
Alderman T. Jackson  
Alderman H. Merling  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. Deys  
Mrs. J. Isbester  
Mr. S. Monzavi

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto  
Ms. D. Vivian  
Ms. L. Stewart

**REGRETS:** Mr. J. Nelson



1. Chair's Remarks

The Chair called the meeting to order at 8:25 a.m. Mayor Morrow opened discussion by serving Notice of Motion to change the meeting time of the Regular Board meetings.

2. Personal and Confidential

MOVED by Mr. Ryder, seconded by Mrs. Isbester that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:32 A.M.**

**MOTION CARRIED.**

MOVED by Mr. Deys, seconded by Mr. Kujavsky that

**THE IN-CAMERA SESSION BE ADJOURNED AT 8:50 A.M.**

**MOTION CARRIED.**

3. 1995 Operating Budget

MOVED by Mr. Kay, seconded by Mr. Ryder that

**THE 1995 OPERATING BUDGET WHICH PROVIDES FOR NO INCREASE IN H.E.C.F.I.'S MUNICIPAL CONTRIBUTION OVER 1994 BE APPROVED; and**

**THAT H.E.C.F.I. FORWARD TO THE CITY TREASURER ALONG WITH THE 1995 OPERATING BUDGET, A REDUCTION PACKAGE TALLING \$62,600. OR 2.5% OF H.E.C.F.I.'S MUNICIPAL CONTRIBUTION (as outlined on page 48 of the budget document) IN RESPONSE TO A REQUEST BY THE CITY MANAGEMENT TEAM TO ALL CITY DEPARTMENTS AND BOARDS FOR REDUCTION PACKAGES WHICH WILL RESULT IN AN OVERALL 2.5% DECREASE IN THEIR RESPECTIVE 1995 OPERATING BUDGETS; and**

**THAT THE MUNICIPAL CONTRIBUTION BE FURTHER DECREASED BY \$50,000.**

**MOTION CARRIED.**

The following are comments made during the considerable discussion which took place:

- Alderman Anderson expressed his disappointment that management proposed only the 2.5% decrease as was directed by the City's Management Team and that it appeared that management considered the city's contribution as a source of revenue;
- the pros and cons of managing H.E.C.F.I. "like a business" took place. The consensus was that H.E.C.F.I. is restricted in its operation of the three facilities and cannot operate as a business (i.e. does not pay real estate taxes; cannot compete for local business, etc.);
- in response to Mayor Morrow's suggestion that H.E.C.F.I. consider managing Ivor Wynn Stadium, on behalf of the City, it was recommended that this become a topic for discussion at the Workshop scheduled to take place March 27th;
- the salary and benefit allocation for the Director of Marketing and Sales has been deleted from the 1995 operating budget but is offset by the addition of approximately \$70,000. for a sales agent for Hamilton Place and the cost sharing (with the Region) of a sales executive to be located in Ottawa;
- it was clarified that the 1994 Casual Ice Rental line, page 12, includes an insurance reimbursement of \$30,000 which is not reflected in the 1995 projections;
- in respect of the souvenir line for Copps Coliseum, page 18, it was noted that projected revenues are increased due to a different type of business "mix" which is anticipated (ice shows, Raptor games....events which are conducive to selling souvenirs as opposed to trade/exhibition shows);
- the CEO assured the Board that in the event anticipated revenue was not forthcoming, promotional and other expenditures would be restricted accordingly.



**MOVED** by Mrs. Isbester, seconded by Mayor Morrow that

**FUTURE BUDGETS INCLUDE A COLUMN LISTING THE INCREASE OR DECREASE OF CURRENT BUDGET TO PREVIOUS BUDGET ACTUALS INCLUDING NOTES.**

**MOTION CARRIED.**

Mayor Morrow supported Mrs. Isbester's recommendation that further consideration be given to parking issues. The CEO stated that revenue income generated by the Parking Authority in the downtown area is due largely to H.E.C.F.I. events and predicted that if H.E.C.F.I. were given management of the parking lot beneath the Convention Centre the municipal contribution would be drastically reduced. Mayor Morrow stated that he has suggested free parking after six o'clock on Thursday and Friday evenings and he will request the Parking Authority Board to enter into further discussion with H.E.C.F.I.

**MOVED** by Mrs. Isbester, seconded by Mayor Morrow that

**STAFF BE DIRECTED TO NEGOTIATE WITH THE PARKING AUTHORITY TO DEVELOP A SUBSIDIZED ADMISSION TICKET TO EVENTS WHICH INCLUDES ALL OR REDUCED PARKING COSTS.**

**MOTION CARRIED.**

**4. 1995 Marketing Plan**

**MOVED** by Mrs. Isbester, seconded by Mr. Ryder that

**THE 1995 MARKETING PLAN BE APPROVED.**

**MOTION CARRIED.**

**5. Adjournment**

The meeting adjourned at 11:10 a.m.

TAKEN AS READ AND APPROVED

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Mrs. Mary Dow, Chair

---

Patricia Bennett, Secretary





URBAN/MUNICIPAL

C44 ON HBL V89  
A35  
1995

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**MEETING OF THE BOARD OF DIRECTORS**

Friday, April 28, 1995  
8:00 a.m.

**Hamilton Convention Centre - Room 314**

**ORDER OF BUSINESS**

HAMILTON PUBLIC LIBRARY

APR 27 1995

GOVERNMENT DOCUMENTS

URBAN MUNICIPAL

APR 28 1995

GOVERNMENT DOCUMENTS

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**DECLARATION OF CONFLICT OF INTEREST**

1. Opening Remarks

**ACTION ITEMS**

- A. *Audit Committee First Report*

*Attachment A*

- B. *Finance and Administration Third Report*

*Attachment B*

**INFORMATION ITEMS**

2. Correspondence

Attachment 2

3. Minutes of Regular Meeting Held March 31, 1995

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, May 26, 1995 - 8:00 a.m.  
*Location To Be Announced*

9. Adjournment

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**OUTSTANDING BUSINESS**

Nil

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April 24, 1995  
Patricia Bennett  
Secretary to the Board of Directors



STATION 4000

TO

STATION 4000

STATION 4000

STATION 4000

A

## AUDIT COMMITTEE FIRST REPORT OF 1995

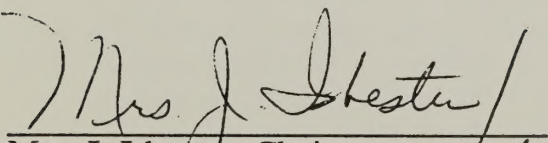
The Audit Committee presents its **FIRST Report of 1995** from its meeting held April 20, 1995 and respectfully recommends approval of the following:

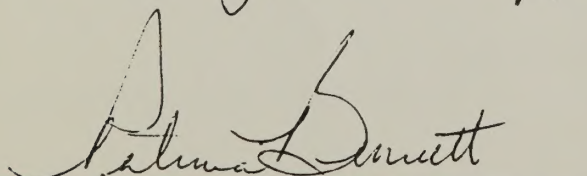
1. 1994 Audited Draft Financial Statements for the Hamilton Entertainment and Convention Facilities Inc.

**THAT THE DRAFT 1994 AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED; and**

**THAT THE MANAGEMENT LETTER DATED APRIL 12, 1995 FROM MACGILLIVRAY PARTNERS BE RECEIVED.**

Respectfully submitted,

  
Mrs. J. Isbester, Chair *pb*

  
Patricia Bennett, Secretary



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# MacGillivray Partners

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Chartered Accountants

Standard Life Centre, Suite 650  
120 King Street West  
Hamilton, Ontario L8P 4V2  
Telephone: (905) 523-7732  
Facsimile: (905) 572-9333

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Bruno K. J. Bragoli  
W. Michael Cashion  
Michael G. Collyer  
Colin C. Dalingwater  
John C. Dow  
Paul Gibel  
Bruce R. Horsley  
William B. Stephenson

April 12, 1995

Mrs. J. Isbester  
Chair, Audit Committee  
Hamilton Entertainment and  
Convention Facilities Inc.  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear Mrs. Isbester:

We have completed our 1994 audit of HECFI. Our examination did not disclose any weaknesses in internal control or errors that should be brought to your attention except as noted below:

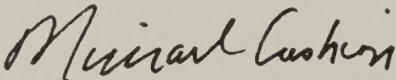
When display advertising contracts expire and are not immediately renewed, the signs are not necessarily taken down. As a result, advertisers are receiving advertising at no cost and HECFI is not earning revenue.

We recommend that in such cases, that formal documentation approves that the related advertising signage will remain in place at no cost to the advertiser.

As in the past, we found that the records of the Corporation have been well maintained and we have received excellent co-operation from your staff.

Yours very truly

MACGILLIVRAY PARTNERS

per 

Wm. Michael Cashion, BComm, CA  
Partner/b

Page 1 of 1

December 31, 1994

Amount

**DRAFT**  
FOR  
DISCUSSION ONLY

**THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 1994**



**DRAFT**

FOR  
DISCUSSION ONLY

## **AUDITORS' REPORT**

To the Board Members of  
**The Hamilton Entertainment and  
Convention Facilities Inc.,**  
and the Ratepayers of the Corporation  
of the City of Hamilton

We have audited the balance sheet of **The Hamilton Entertainment and Convention Facilities Inc.** as at December 31, 1994 and the statement of revenue and expense for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 1994 and the results of its operations for the year then ended in accordance with the accounting principles disclosed in Note 1 to the financial statements.

*Hamilton, Canada*  
*March 13, 1995*

**CHARTERED ACCOUNTANTS**



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

1

## BALANCE SHEET

DECEMBER 31, 1994

### ASSETS

#### Current

|                                             | 1994      | 1993      |
|---------------------------------------------|-----------|-----------|
| Imprest funds                               | \$ 18,350 | \$ 18,600 |
| Cash in bank                                | 324,732   | 581,103   |
| Accounts receivable                         | 779,847   | 585,047   |
| Due from City of Hamilton                   | -         | 336,956   |
| Current portion of note receivable (note 4) | 16,973    | 18,873    |
| Inventories                                 | 51,676    | 43,537    |
| Prepaid expenses                            | 107,847   | 139,523   |
| Deferred charges on future shows            | 14,739    | 43,039    |

#### Long-term

|                          |           |           |
|--------------------------|-----------|-----------|
| Note receivable (note 4) | 1,314,164 | 1,766,678 |
|--------------------------|-----------|-----------|

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DISCUSSION ONLY

|  |                     |                     |
|--|---------------------|---------------------|
|  | 67,182              | 82,959              |
|  | <u>\$ 1,381,346</u> | <u>\$ 1,849,637</u> |

### LIABILITIES

|                                             |            |            |
|---------------------------------------------|------------|------------|
| Accounts payable and accruals               | \$ 504,942 | \$ 454,761 |
| Advance ticket sales                        | 344,952    | 996,773    |
| Deposits on future rentals                  | 202,559    | 187,186    |
| Deferred revenue on display advertising     | 112,092    | 97,627     |
| Unredeemed gift certificates                | 88,080     | 89,600     |
| Advance from a related corporation (note 5) | 20,676     | 23,690     |
| Due to City of Hamilton                     | 108,045    | -          |

|  |                     |                     |
|--|---------------------|---------------------|
|  | <u>\$ 1,381,346</u> | <u>\$ 1,849,637</u> |
|--|---------------------|---------------------|

APPROVED ON BEHALF OF THE BOARD

DIRECTOR

DIRECTOR

See accompanying Notes to the Financial Statements



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

2

## STATEMENT OF REVENUE AND EXPENSE

FOR THE YEAR ENDED DECEMBER 31, 1994

### REVENUE

Rentals, licence fees and show revenue  
Food, beverage and concessions  
Recoveries  
Box office  
Other

| 1994           | 1993           |
|----------------|----------------|
| \$ 2,067,834   | \$ 1,954,690   |
| 2,029,793      | 2,212,956      |
| 1,688,407      | 1,764,849      |
| 428,375        | 463,606        |
| <u>277,767</u> | <u>304,667</u> |

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### EXPENSE

Events delivery  
Food and beverage  
Administration  
Marketing and promotion  
Building operations  
Box office

FOR  
DISCUSSION ONLY

|                  |                  |
|------------------|------------------|
| <u>6,492,176</u> | <u>6,700,768</u> |
| 2,137,342        | 2,275,621        |
| 1,965,785        | 2,179,262        |
| 1,469,765        | 1,480,626        |
| 1,220,893        | 1,340,204        |
| 1,491,368        | 1,428,369        |
| <u>359,119</u>   | <u>396,572</u>   |

EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS

|                  |                  |
|------------------|------------------|
| <u>8,644,272</u> | <u>9,100,654</u> |
|------------------|------------------|

PROVISION FOR CAPITAL REPLACEMENT (note 8 (b))

|               |               |
|---------------|---------------|
| 2,152,096     | 2,399,886     |
| <u>79,210</u> | <u>43,600</u> |

EXCESS OF EXPENSE OVER REVENUE BEFORE  
CONTRIBUTION FROM THE CITY OF HAMILTON

|           |           |
|-----------|-----------|
| 2,231,306 | 2,443,486 |
|-----------|-----------|

CONTRIBUTION FROM THE CITY OF HAMILTON

|                  |                  |
|------------------|------------------|
| <u>2,503,740</u> | <u>2,712,590</u> |
|------------------|------------------|

EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR (note 7)

|                   |                   |
|-------------------|-------------------|
| <u>\$ 272,434</u> | <u>\$ 269,104</u> |
|-------------------|-------------------|

See accompanying Notes to the Financial Statements



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

3

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

### 1. SIGNIFICANT ACCOUNTING POLICIES

The corporation follows accounting principles appropriate for a municipal organization. The more significant of these accounting policies are summarized below.

#### (a) Rentals, Licence Fees and Show Revenue

Rentals, licence fees and show revenue comprise minimum rental and licence fees, negotiated percentages of box office receipts and profit or loss when the corporation acts as a promoter or co-promoter on shows.

Revenue excludes the capital improvement ticket surcharge.

#### (b) Inventories

Inventories are valued at the lower of cost, measured on a first-in, first-out basis, and replacement value.

#### (c) Capital Assets and Amortization

The land, buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. are owned by The Corporation of the City of Hamilton (City of Hamilton). Purchases of equipment and furnishings are charged either directly to operations in the year in which the expenses occur, or to a capital projects reserve fund established for the purchase of capital assets and maintained by the City of Hamilton on behalf of The Hamilton Entertainment and Convention Facilities Inc.

#### (d) Reserves

Appropriations for reserves are included as expenses. Payments relating to the functional purpose of the reserves are charged directly to the reserves.

The accompanying financial statements do not include the activities of The Hamilton Performing Arts Foundation Inc., a related corporation.

**DRAFT**

FOR  
DISCUSSION ONLY



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

4

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

### 2. OPERATIONS

The Hamilton Entertainment and Convention Facilities Inc. was incorporated without share capital under the laws of Ontario by the City of Hamilton to maintain and operate, in the public interest, the following facilities:

Copps Coliseum (*a trade centre and arena*)  
Hamilton Convention Centre  
Hamilton Place (*a theatre-auditorium*)

**DRAFT**

FOR  
DISCUSSION ONLY

### 3. INVENTORIES

Inventories consist of liquor, beer, wine, food, soft drinks and tobacco supplies.

### 4. NOTE RECEIVABLE

In 1993 the corporation agreed to convert a portion of the trade accounts receivable due from the Hamilton Philharmonic Orchestra to a note receivable. This note bears interest at the prime bank rate and requires the Hamilton Philharmonic Orchestra to make monthly instalments of \$ 2,000. Payment of the note receivable has been guaranteed by the Regional Municipality of Hamilton-Wentworth.

### 5. ADVANCE FROM A RELATED CORPORATION

In 1991 the Hamilton Performing Arts Foundation Inc. advanced \$ 21,700 to the corporation which in turn invested the funds with the City of Hamilton. All interest earned on these funds has been reinvested with the City of Hamilton and will be paid to the Hamilton Performing Arts Foundation Inc. The continuity of this account is summarized as:

|                                 | 1994             | 1993             |
|---------------------------------|------------------|------------------|
| Balance - Beginning of year     | \$ 23,690        | \$ 23,486        |
| Funds advanced during the year  | 1,170            | -                |
| Funds repaid during year        | (5,430)          | (1,000)          |
| Interest earned during the year | 1,246            | 1,204            |
| Balance - End of year           | <u>\$ 20,676</u> | <u>\$ 23,690</u> |



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

5

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

### 6. PENSION AGREEMENTS

The Corporation makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of some members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The amount contributed to OMERS for 1994 was \$ 212,120 (1993 - \$ 207,877) for current service and is included as an expense on the Statement of Revenue and Expense.

### 7. TRANSFER TO THE CITY OF HAMILTON

At the end of the year the excess of revenue over expense for the year was transferred to the City of Hamilton and allocated as follows:

|                                                                                                         | 1994              | 1993              |
|---------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| Allocated to the Hamilton Entertainment and Convention Facilities Inc. Fund for Capital Projects        | \$ 147,434        | \$ 187,464        |
| Allocated to the Hamilton Entertainment and Convention Facilities Inc. Reserve for Budget Stabilization | 125,000           | -                 |
| Allocated by the City of Hamilton against its Province of Ontario mandated social contract target       | -                 | 81,640            |
|                                                                                                         | <u>\$ 272,434</u> | <u>\$ 269,104</u> |

### 8. OTHER RESERVE FUNDS

The following reserve funds have been set aside by City Council on behalf of The Hamilton Entertainment and Convention Facilities Inc.

#### (a) Capital Improvement Surcharge Funds

The Hamilton Entertainment and Convention Facilities Inc. levies a patron surcharge on ticket admissions to Hamilton Place and Copps Coliseum. Receipts from these surcharges are transferred to the City of Hamilton and recorded respectively in the Hamilton Place ticket surcharge reserve fund account and the Copps Coliseum ticket surcharge reserve fund account. The funds in these accounts are utilized for capital improvements to the respective buildings. The continuity of these funds are summarized as follows:

**DRAFT**

FOR  
DISCUSSION ONLY



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

6

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

### 8. OTHER RESERVE FUNDS (continued)

**DRAFT**

#### Hamilton Place

|                                                                        | FOR<br>DISCUSSION ONLY | 1994           | 1993              |
|------------------------------------------------------------------------|------------------------|----------------|-------------------|
| Balance - Beginning of year                                            | \$                     | 431,237        | \$ 495,485        |
| Receipts during the year                                               |                        | 67,773         | 93,592            |
| Closure of Great Hall Acoustical<br>Banner System account              |                        | 10,000         | -                 |
| Interest earned during the year                                        |                        | 28,057         | 24,179            |
|                                                                        |                        | <u>537,067</u> | <u>613,256</u>    |
| Payments made in year regarding Great<br>Hall Acoustical Banner System |                        | -              | (182,019)         |
| Balance - End of year                                                  | \$                     | <u>537,067</u> | \$ <u>431,237</u> |

#### Copps Coliseum

|                                 | 1994              | 1993              |
|---------------------------------|-------------------|-------------------|
| Balance - Beginning of year     | \$ 178,599        | \$ 111,573        |
| Receipts during the year        | 74,195            | 59,578            |
| Interest earned during the year | <u>11,184</u>     | <u>7,448</u>      |
| Balance - End of year           | <u>\$ 263,978</u> | <u>\$ 178,599</u> |

#### (b) Fund for Capital Projects

This reserve fund and the interest earned thereon is used primarily to finance major building repairs, purchase of equipment or replacement thereof. The continuity of this fund is summarized as:

|                                                                                          | 1994              | 1993                |
|------------------------------------------------------------------------------------------|-------------------|---------------------|
| Balance - Beginning of year                                                              | \$ 1,047,597      | \$ 378,495          |
| Interest earned during the year                                                          | 87,570            | 97,699              |
| Surplus transferred from<br>The Hamilton Entertainment and<br>Convention Facilities Inc. | 147,434           | 187,464             |
| Capital Fund accounts closed                                                             | 130,389           | 686,608             |
| Provision for capital replacement                                                        | 79,210            | 43,600              |
| Receipt of grant from Province of Ontario<br>regarding barrier free access expenditures  | 18,650            | -                   |
| Receipts from sale of surplus equipment                                                  | 46,625            | -                   |
| Federal sales tax refund received<br>from Revenue Canada                                 | -                 | 48,731              |
| Funds transferred to the capital fund in<br>respect of approved capital projects         | <u>(860,000)</u>  | <u>(395,000)</u>    |
| Balance - End of year                                                                    | <u>\$ 697,475</u> | <u>\$ 1,047,597</u> |



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

7

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

### 8. OTHER RESERVE FUNDS (continued)

#### (c) Special Events Subsidy Fund

This reserve and interest earned thereon is used primarily to attract events to the facilities operated by The Hamilton Entertainment and Convention Facilities Inc. The continuity of this fund is summarized as:

|                                               | 1994             | 1993             |
|-----------------------------------------------|------------------|------------------|
| Balance - Beginning of year                   | \$ 1,577         | \$ 3,290         |
| Contribution from the City of Hamilton        | 100,000          | 100,000          |
| Interest earned during the year               | 2,274            | 1,577            |
| Payments made in the year for event subsidies | <u>(101,577)</u> | <u>(103,290)</u> |
| Balance - End of year                         | <u>\$ 2,274</u>  | <u>\$ 1,577</u>  |

As at December 31, 1994, the balance has been committed for 1995.

#### (d) Budget Stabilization

During 1994, a reserve for Budget Stabilization was created. The purpose of this reserve is to fund the Corporation's over-expended municipal contribution, if any, in future years. The initial contribution to this reserve consisted of a \$ 125,000 allocation from the Hamilton Entertainment and Convention Facilities Inc.'s excess of revenue over expense for the year.

|                                                       | 1994              |
|-------------------------------------------------------|-------------------|
| Balance - Beginning of year                           | \$ -              |
| Portion of excess of revenue over expense transferred | <u>125,000</u>    |
| Balance - End of Year                                 | <u>\$ 125,000</u> |

**DRAFT**

FOR  
DISCUSSION ONLY



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

8

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1994

**DRAFT**

FOR  
DISCUSSION ONLY

## 9. OTHER FINANCIAL INFORMATION

At December 31, 1994, the City of Hamilton has outstanding long-term debt of \$ 14,025,584 (1993 - \$ 15,151,084) which was incurred to acquire the buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. The City of Hamilton's future payments on this debt are summarized as follows:

|      | <u>Principal</u>     | <u>Interest</u>     | <u>Sinking Fund<br/>Deposits</u> | <u>Total</u>        |
|------|----------------------|---------------------|----------------------------------|---------------------|
| 1995 | \$ 10,855,928        | \$ 1,554,805        | \$ (9,449,780)                   | \$ 2,960,953        |
| 1996 | 1,322,656            | 359,490             | 127,498                          | 1,809,644           |
| 1997 | —                    | 184,700             | 127,498                          | 312,198             |
| 1998 | <u>1,847,000</u>     | <u>92,350</u>       | <u>(1,719,502)</u>               | <u>219,848</u>      |
|      | <u>\$ 14,025,584</u> | <u>\$ 2,191,345</u> | <u>\$ (10,914,286)</u>           | <u>\$ 5,302,643</u> |

During 1994 the City of Hamilton incurred \$ 1,703,351 (1993 - \$ 1,833,416) in interest expenses relating to the debt.

In addition, the City of Hamilton incurred estimated utility charges and related overhead expenses of \$ 1,570,000 (1993 - \$ 1,536,000) for the operations of The Hamilton Entertainment and Convention Facilities Inc.

## 10. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Effective May 1, 1982 the predecessor corporations to the Hamilton Entertainment and Convention Facilities Inc. adopted an Income Protection Plan and sick leave credits earned under the previous Sick Leave Benefit Plan were frozen. Under the Sick Leave Benefit Plan unused sick leave could accumulate and employees were entitled to cash payment upon termination of services after ten continuous years of employment. Entitlement to cash payment continues to apply to those employees who earned credits under this plan. The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$ 59,201 at December 31, 1994 (1993 - \$ 63,670). Cash payments made by the City of Hamilton in lieu of sick leave are included in the expenses of the year in which services are terminated and no provision was made by the City in the year when the liability was incurred. The current year's expense of \$ 4,495 (1993 - \$ 8,392) for sick leave liability was paid directly by the City of Hamilton and is not reflected in these financial statements.

## 11. COMPARATIVE FIGURES

Certain reclassifications of 1993 comparative figures have been made to conform to the financial statement presentation adopted in 1994.



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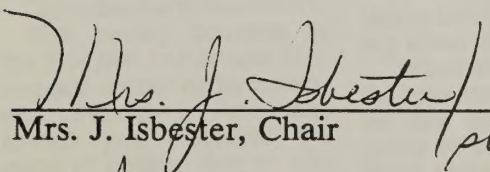
## FINANCE AND ADMINISTRATION COMMITTEE

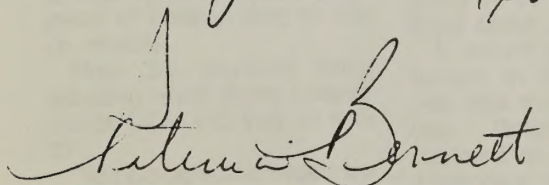
The Finance and Administration Committee presents its **THIRD Report of 1995** from its meeting held April 20, 1995 and respectfully recommends approval of the following:

1. H.E.C.F.I. : Hamilton Parking Authority

THAT THE MAYOR OR HIS DESIGNATE, THE H.E.C.F.I. CHAIR AND THE CEO APPROACH THE PARKING AUTHORITY CHAIR AND GENERAL MANAGER TO REOPEN EXPLORATORY DISCUSSION REGARDING PROMOTIONS AND CO-PROMOTIONS AND REVENUES RESPECTING PARKING ISSUES CENTERED AROUND H.E.C.F.I. EVENTS.

Respectfully submitted,

  
Mrs. J. Isbester, Chair

  
Patricia Bennett, Secretary



2

MEMO TO:           **H.E.C.F.I. BOARD OF DIRECTORS**

FROM:               Mrs. Mary Dow, Board Chair

DATE:               April 24, 1995

SUBJECT:           **N.H.L.**

The attached article from Saturday, April 8th will be of interest to you. In particular, note the references to:

- Hamilton;
- Americanization;
- U.S. network television;
- social trend to "markets" not communities;
- Canadian vs. American dollar discrepancy;
- Cliff Fletcher's comments.

Regards,

*Mary Dow*  
ob



THE TORONTO STAR Saturday, April 8, 1995



PATRICK CORRIGAN / TORONTO STAR

# Hockey's future: Big nets and colored pucks?

Many worry  
Canadian game  
won't survive  
'Americanization'

BY RANDY STARKMAN  
SPORTS REPORTER

Call it *Southern Discomfort*. With hockey booming in the Sun Belt and several U.S. outposts clamoring for expansion franchises, Americans haven't just embraced the game of hockey; they've taken control.

Now the question being asked by many jittery Canadians is: What will they do with it?

"It's not so much what's being done in the game today, but what could be done in the future," said Maple Leafs' president and general manager Cliff Fletcher. "You hear whispers at different marketing meetings: 'Maybe, they should make the size of the nets larger so that the scores are 19-17.' Well, that scares the hell out of a hockey traditionalist. 'Maybe, they should use fluorescent pucks.' The NHL experimented with that. It sure didn't work out.

"Those are just a few small illustrations of what can happen once you throw your product or sport into the hands of people who don't

## YANKING AWAY THE NHL

FIRST OF TWO PARTS

sport, but are people who are sophisticated marketing, sales people."

But Fletcher says it's pointless to indulge in hand-wringing about the U.S. invasion.

"Whether or not it's a cause for concern, it's irrelevant," he said bluntly. "You're not going to be able to do anything about it."

It wasn't so long ago that hockey in the United States was little more than a punchline. Rodney Dangerfield summed up the view of many Americans with his derisive crack, "I went to a fight and a hockey game broke out." Dave Barry's list of 13 first-date warning signs that a guy might be a jerk included, at No. 6, "He wants to take you to a hockey game."

All of this, of course, annoyed Canadians to no end. How could our neighbors to the south be so dismissive of the greatest game in the world?

But as the old adage goes: Beware of what you wish for — you might get it.

"It's like the pendulum has swung too far," said Florida Panthers' president Bill Tor-

rey a native Montrealer. "We're never satisfied. On one hand, we couldn't understand why the game wasn't nationwide in the States. Now that it has a chance to be that, we want to pull it back and we don't want it to grow."

None of this is particularly new. Hockey purists were sounding alarms even before American John Ziegler moved the NHL's head office from Montreal to New York.

But the speed and breadth of the "Americanization" of the league has left many people reeling — and it's just beginning.

While the potential for growth is enormous for the once-maligned NHL in the U.S., Canada will be fortunate to keep its current quota of eight teams in the 26-team circuit. A bumper sticker of the future could be: "My NHL includes Canada."

The Flames left Atlanta for Calgary back in 1980, but any further migration of franchises will take place in the other direction. Both the Quebec Nordiques and Winnipeg Jets are threatening to move unless new arenas are built by their communities to house the teams. If they do leave, they'll head south.

"The cold stark reality of this thing is maybe these teams won't be able to survive in Canada," said Edmonton general manager and president Glen Sather. "I'm concerned. We can't support a franchise with 11,000 or 12,000 people in the stands."

Canada's influence is only likely to shrink in any future expansion. The NHL has received expressions of interest in expansion franchises from Seattle, Portland, Denver, Phoenix, Houston, Minneapolis, Nashville, Charlotte, Atlanta and Hamilton. The Steeltowners stand little chance as the NHL is geared toward taking the game nationwide in the States.

Traditionalists have decried the glitz being used to peddle the game in the U.S.: Players popping out of a Shark's mouth, cheerleaders strutting their stuff on the ice and in the stands, free T-shirts catapulted into the audience, super-charged Zambonis and manic mascots.

But the biggest potential force for change has just arrived on the scene: U.S. network television.

Sure, U.S. TV networks flirted with the NHL in the past, but it was nothing

*Note*  
\*



**'Nobody talks about communities any more. Even everyday sports writers use the word markets'**

The Fox Network, which began televising games last Sunday as part of a five-year, \$31 million (U.S.) per season deal with the NHL, insists it is dead serious about its commitment. And it is giving hockey the promotion and exposure in prime time to prove it.

The NHL is especially determined to make sure this romance lasts, switching the times of 28 NHL games this season to accommodate what the network is billing as *Fox NHL Sunday*.

"What they're (NHL officials are) telling us is that the No. 1 priority is the Fox telecasts," said Tracy Dolgin, executive vice-president of marketing for Fox Sports.

Dolgin delivered his promotional spiel via telephone from Los Angeles. He spoke about hockey with the fervor of a converted zealot and the patter of a slick salesman.

Dolgin said hockey's nature matches that of Fox: Fast, aggressive and in-your-face. He added the pair also matches up "psychographically and demographically."

"If hockey was a network, it would be Fox," Dolgin said.

The way Fox views it, hockey is at a unique moment in its history. The immense popularity of in-line skating and roller hockey in the U.S., which has fuelled the NHL's success in Florida and southern California, has made the game accessible across the nation.

What the sport needs now, Dolgin said, is prime-time exposure and a mass marketing campaign that exposes Americans to the game's stars and finer points "in a really irreverent way so they don't even know they're learning it."

"If we keep at it and we keep investing in it, what will happen is it will get to a point where it will grow to a critical mass and the thing will explode," Dolgin said. "And we will have gotten in on the ground floor of the NBA of the '80s."

"That's what this is. This is the NBA in 1980."

That marketers are playing such a pivotal role is really not so surprising given societal trends. As Simon Fraser University professor Rick Gruneau notes: "Nobody talks about communities any more. Even everyday sports writers use the word 'markets.'"

That's particularly the case in reference to such Canadian teams as Quebec, Winnipeg, Edmonton, Calgary and

# NHL invasion chills purists

Ottawa. They usually are referred to as "smaller markets."

"Everybody sees the people on the ice and everybody sees the idiosyncratic owners, but the owners have got these guys from the Wharton School of Business down in the basement punching the numbers," continues Gruneau, co-author of *Hockey Night in Canada: Sport, Identities and Cultural Politics*.

"That's the reality. Professional sport is an arm of an increasingly global entertainment industry."

The bottom line for the Canadian franchises, says Sather and others, is the bottoming out of the Canadian dollar. Trying to compete for and retain their star players when they're paying out \$1.40 Canadian on the U.S. dollar means they're playing a game they can't possibly win in the end.

"That alone, if we don't find a way to relieve it, could spell doom for some of the clubs," said Boston Bruins' boss Harry Sinden.

The future of those small-market Canadian teams may well rest with a 42-year-old lawyer from New York who was vilified throughout most of Canada during the NHL lockout: commissioner Gary Bettman.

Bettman has commissioned an economics firm to study the dollar situation to see if there is a feasible way to helping to compensate Canadian teams for their weaker dollar.

"Bettman is a great mind I think for solving this problem," Sather said. "He's got the intelligence, he's got the background, he knows the difficulties and he's certainly got the will. He's already put a task force in place to try to get this going."

For his part, Bettman said it's too early to determine if anything will come of the study. He is convinced that the destiny of Quebec and Winnipeg will be decided by whether those cities agree to create new arenas for the





teams: If you build it, they will stay.

"In order to have a major league franchise in this day and age, you need a new building," Bettman said.

"If a community decides that it's not prepared to make an investment . . . we understand and accept it, but there's a consequence that flows from it."

Bettman takes great pains to convey how important he believes it is to maintain the current quota of Canadian teams. He talks of the key role he feels the NHL played in arena negotiations in Edmonton and Calgary to secure major renovations and improve the viability of those franchises.

"If the Canadian franchises move, it's because the communities that they're in won't make the investment in those teams," Bettman said. "It's not a U.S.-driven thing to take the game away from Canada."

"We recognize this is the national pastime of Canada, that Canada is vitally important to the heritage and culture of this game. Two-thirds of our players come from Canada and we wouldn't want to do anything to diminish it."

Bettman has impressed in his two-plus years of NHL stewardship. The no-nonsense Sinden gives Bettman kudos for his ability to run his operation by consensus, noting "That's the big

difference between this administration and the last one."

Bettman also gets a strong vote-of-confidence from the most surprising of quarters.

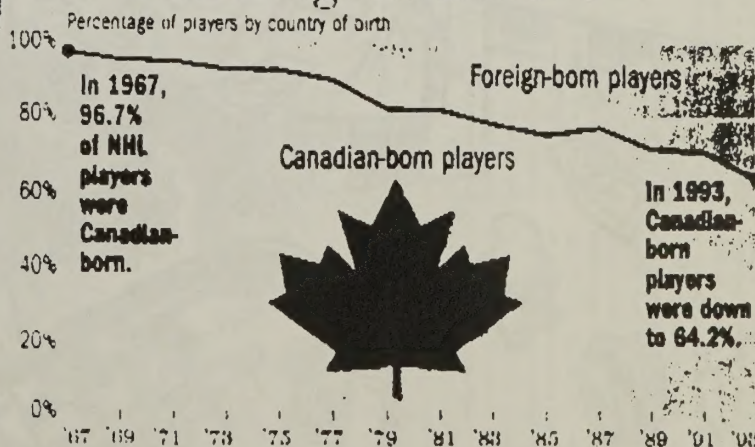
"I'm kind of impressed — and I know this is gonna knock your socks off — with Bettman," said Don Cherry (Yes, that Don Cherry). "He was not in when the instigator rule was put in, he was not in when a lot of these silly rules were put in. He inherited them all. I thought for sure he was going to

ban all fighting and physical play."

Both Sinden and Sather say that maintaining the eight Canadian clubs is essential to nurturing its most productive resource of players — Canadians still account for about 65 per cent of NHL rosters.

If the number of homebrew teams shrink, Sinden and Sather argue, the impetus for youngsters to take up the sport will diminish and the talent pool available will dwindle quicker than Canada's turbot stock.

## The shrinking Canadians



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# Giant Sucking Sound

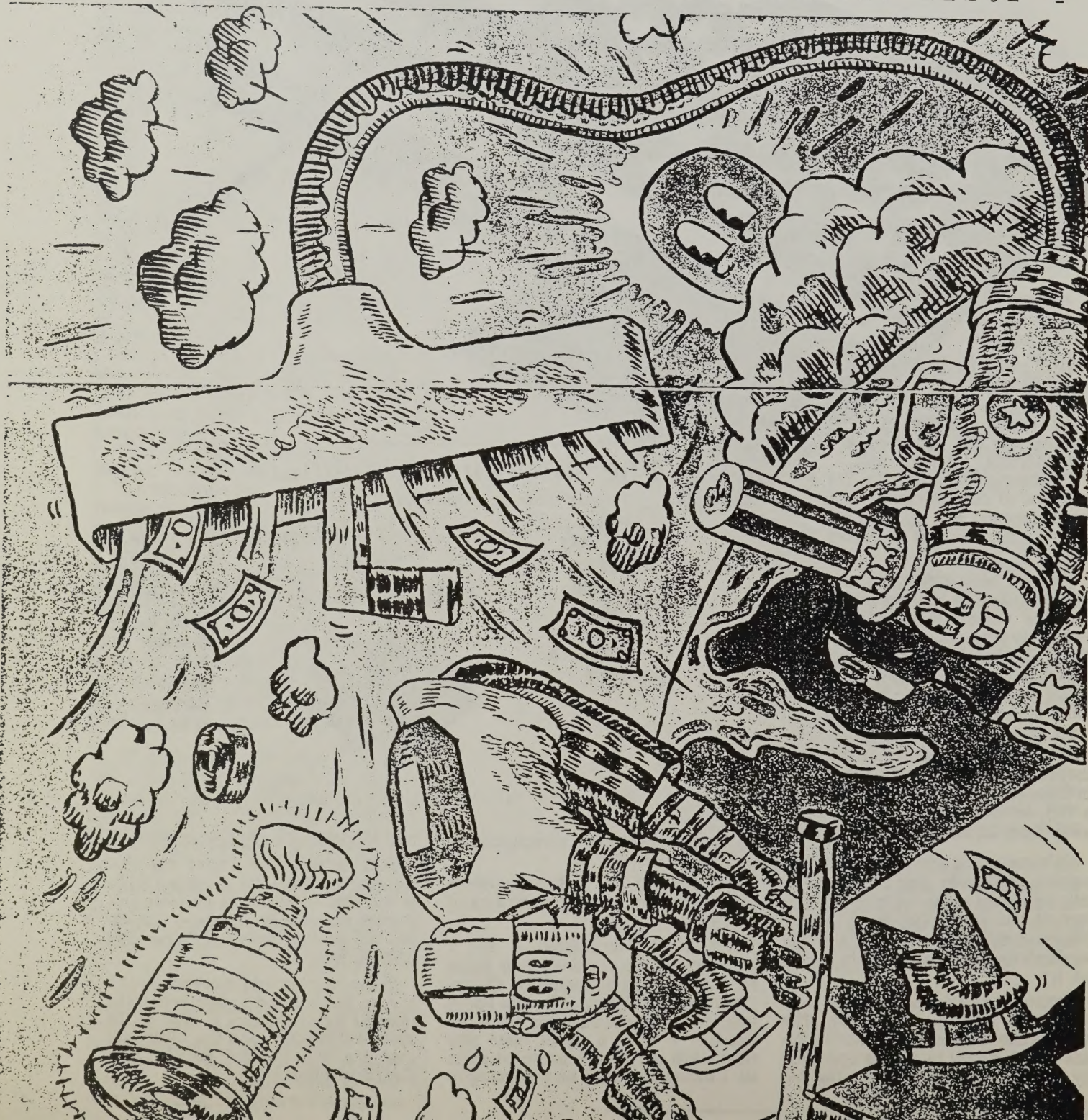
That's the noise distraught Canadian hockey fans hear as their game heads south

by Michael Farber

CANADIANS reflexively refer to hockey as their religion, which, if true, makes the NHL their church. The believers should be happy. The 103-day lockout ended two months ago, a regular season that lasts longer than the Crusades has been compressed into a snappy 48 games, and *Hockey Night in Canada* now offers Saturday double-headers for convenient home worship. Forum-goers file into St. Patrick's Cathedral in Montreal to hail Canadian goalie Patrick Roy, the infernal Flames burn in Calgary, and, as usual, the Ottawa Senators don't have a prayer.

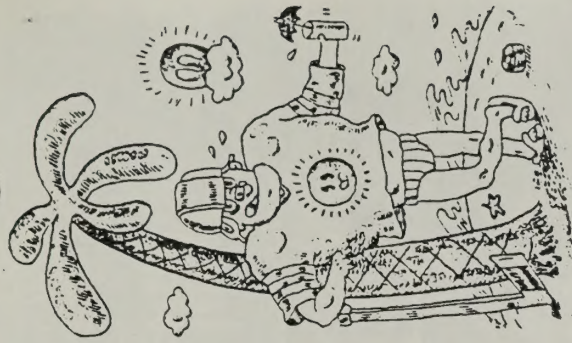
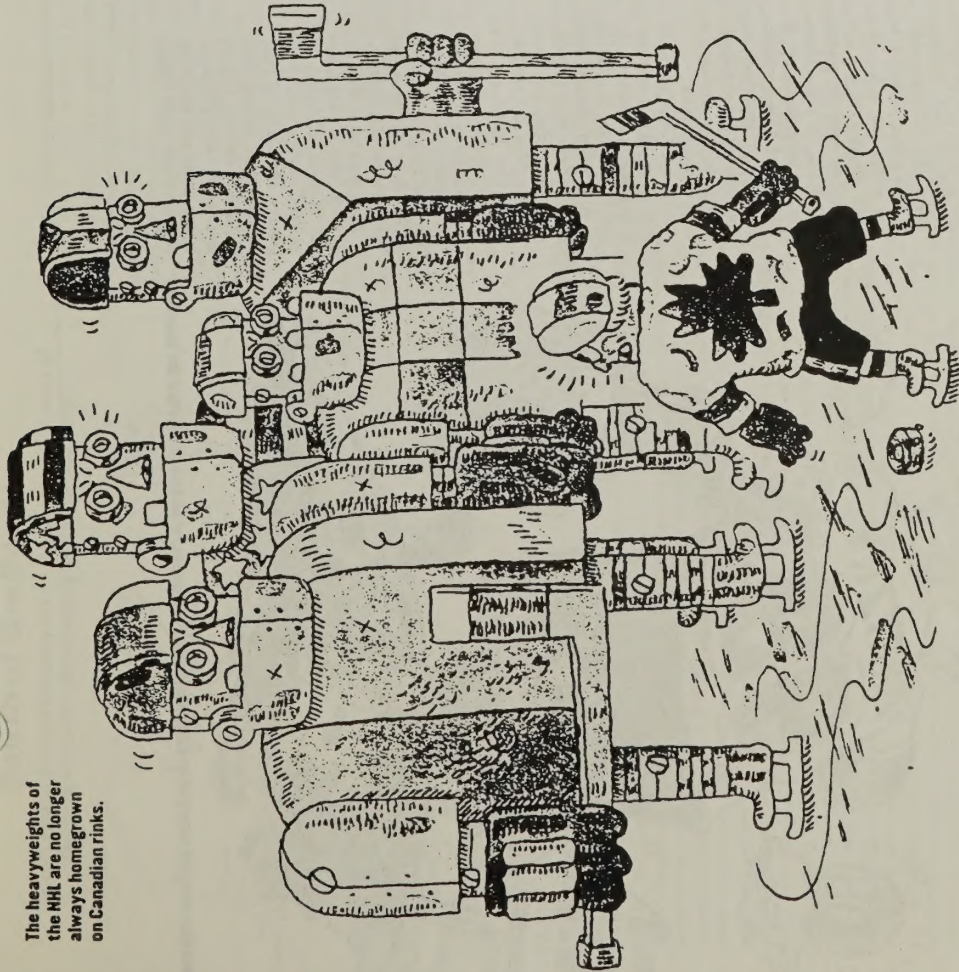
But this ain't your old-time religion anymore. The NHL has headed south on Canadians, and it doesn't have a round-trip ticket. The reality is that while Canada is still hockey's soul, the country is being buried in a new era of American big money and big markets. Canadians have not lost the faith as much as their faith has left them.

Illustrations by Paul Corio





The heavyweights of the NHL are no longer always homegrown on Canadian rinks.



## The NHL's recent expansion into sun-drenched cities at first gave Canadians a warm feeling.

"Of course Canada is losing the NHL," says Montreal managing director Serge Savard. "Look at the shift in franchises. In California there are three teams, and they're selling out. The Florida Panthers are getting nearly 15,000 a game. Back when I started playing, if you told me there'd be a franchise in Miami, I'd have laughed."

"Canadians are paranoid, but it's a justifiable paranoia given the game's visibility there," says Brian Burke, the NHL director of hockey operations, who has worked both sides of the fence as an executive with Vancouver and Hartford. "I view the migration of teams and star players south of the border like a mother putting her baby up for adoption. Canadians don't want to hand that baby over to anyone but a Canadian."

Canada had seemed delighted with the results of its recent proselytizing, flattered that the NHL was attracting marquee owners like The Walt Disney Company in Anaheim and Wayne Huizenga of Blockbuster Entertainment Corp. in Florida, gratified that Americans, too thick to grasp the joys of hockey even after the Miracle on Ice at the 1980 Olympics, were finally coming around. But as McMullen's words reverberated and commissioner Gary Bettman and NHL Players Association executive director Bob Goodenow dug in during the lock-

itively expensive for teams north of the border to keep or sign free agents.

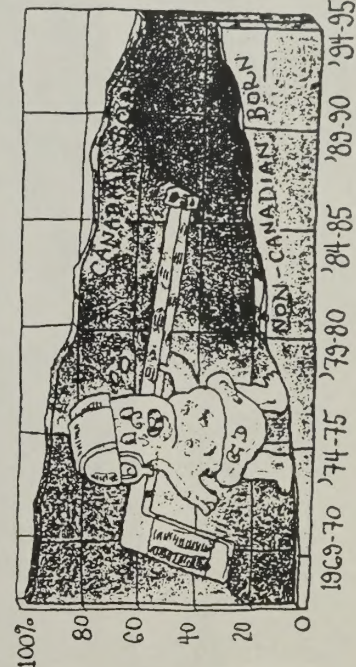
• Even Canadian players have scant loyalty to their native land. "If you had a choice between an ideal situation in Canada and an ideal situation in the States," says Canadian captain Kirk Muller of the Kingston, Ont., Mullers, "90 percent of the guys in this room would be out of here. Just like my friends who have businesses in Kingston. A lot of them are trying to move 35 miles over the border because it's cheaper to function in the States."

• The collective bargaining agreement that ended the lockout did not solve the disparity of dollars or aid to "small markets"—NHL-speak for Canada (except Montreal and Toronto) and Hartford. The league subsequently hired a Denver consulting firm, Bortz and Co., to tackle the difficulties of the have-nots, but there is no deep reservoir of feeling for the NHL's Green Bays, four of whom—Edmonton, Hartford, Quebec and Winnipeg—came into the league in the 1970 merger with the World Hockey Association. The problem was poetically outlined during the recent labor negotiations by New Jersey Devil owner John McMullen, who reportedly said, "To hell with the small markets."

Canada was hit right where it lives. Hall of Fame right wing Guy Lafleur predicted only three Canadian franchises would survive the next 10 years, and broadcaster and former coach Don Cherry, a nationalist to the point of xenophobia, mournfully went Lafleur one better, saying Vancouver might not make it, either. One day Canada's NHL might again be only Toronto and Montreal.

## It's All Downhill

This chart shows just how dramatically the proportion of Canadian-born players in the NHL has dropped since 1967-68, when it was 96.7%.



flashiest players are a Finn, Teemu Selanne of the Winnipeg Jets, and a Russian, Pavel Bure of the Vancouver Canucks. The most valuable player in the 1994 Stanley Cup playoffs was an American, Brian Leetch of the New York Rangers.

• John McCaw, a Seattle billionaire, bought a controlling interest in the Vancouver Canucks from the Griffiths family last week. A Yank owns the Canucks—how's that for cheap symbolism?

• Two of Canada's eight teams, the Jets and the Quebec Nordiques, may relocate to the U.S. if firm commitments to build new arenas in their cities are not in place soon.

• Canadian teams are lagging at the gate, victims, in part, of lingering alienation over the lockout. Through Sunday the four Western Canadian teams, Calgary, Vancouver, Winnipeg and the Edmonton Oilers, were playing to 82% of capacity in their rinks compared with 92% by the six NHL franchises in warm-weather states—California (Anaheim, Los Angeles and San Jose), Florida (Miami and Tampa Bay), and Texas (Dallas). Even Quebec, which filled almost 98% of Le Colisee when it was the worst team in the NHL five years ago, is drawing only 90% of capacity despite the best record in the league at week's end.

• When the Canadian dollar was worth 15 or even 25 cents less than the U.S. dollar in the late 1980s, Canadian teams shrugged off the gap as the price of doing business. But now a flaccid Canadian buck—\$1.40 of Ottawa's money equals one U.S. greenback—has made it prohib-

ish-speaking Canada it seemed hockey was "the sole assurance we have a culture." In 1982, 12 years before Canada and the U.S. became partners in the North American Free Trade Agreement, Prime Minister Pierre Trudeau sagely noted that Canada imports baseball players and acid rain and exports hockey players and cold fronts. Now 38% of NHL players come from Canadian spheres of influence like Boston, Moscow and Stockholm, and this winter has been eerily mild.

For Canada, the center is not holding. Consider the following:

• The best two-way player in the NHL is a Russian, Sergei Fedorov of Detroit. The most dangerous scorer is a Czech, Jaromir Jagr of the Pittsburgh Penguins. The

Chicago Blackhawks scattered below the 49th parallel; there was no question about who held proprietary rights to the puck.

Hockey isn't everything in Canada, but during the spring, when the Canadian Broadcasting Company shoehorns its nightly national newscast around the Stanley Cup playoffs, it sure feels that way. Canada has the two-time World Series champion Toronto Blue Jays and the Montreal Expos and will get NBA expansion teams in Toronto and Vancouver this fall, but these are American branch plants. Baseball and basketball have been grafted onto the Canadian landscape; hockey sprang up on frozen ponds. As playwright Rick Sullivan wrote in the preface of his 1977 play *Les Canadiens* about the Montreal team, sometimes in Eng-

lish-speaking Canada it seemed hockey was "the sole assurance we have a culture." In 1982, 12 years before Canada and the U.S. became partners in the North American Free Trade Agreement, Prime Minister Pierre Trudeau sagely noted that Canada imports baseball players and acid rain and exports hockey players and cold fronts. Now 38% of NHL players come from Canadian spheres of influence like Boston, Moscow and Stockholm, and this winter has been eerily mild.

Losing hockey was never a concern. Wasn't the game indelibly stamped upon IN CANADA? Americans might not know where Peter Jennings, Michael J. Fox, The Kids in the Hall and Leonard Cohen come from, but even with the Boston Bruins and the Detroit Red Wings and the



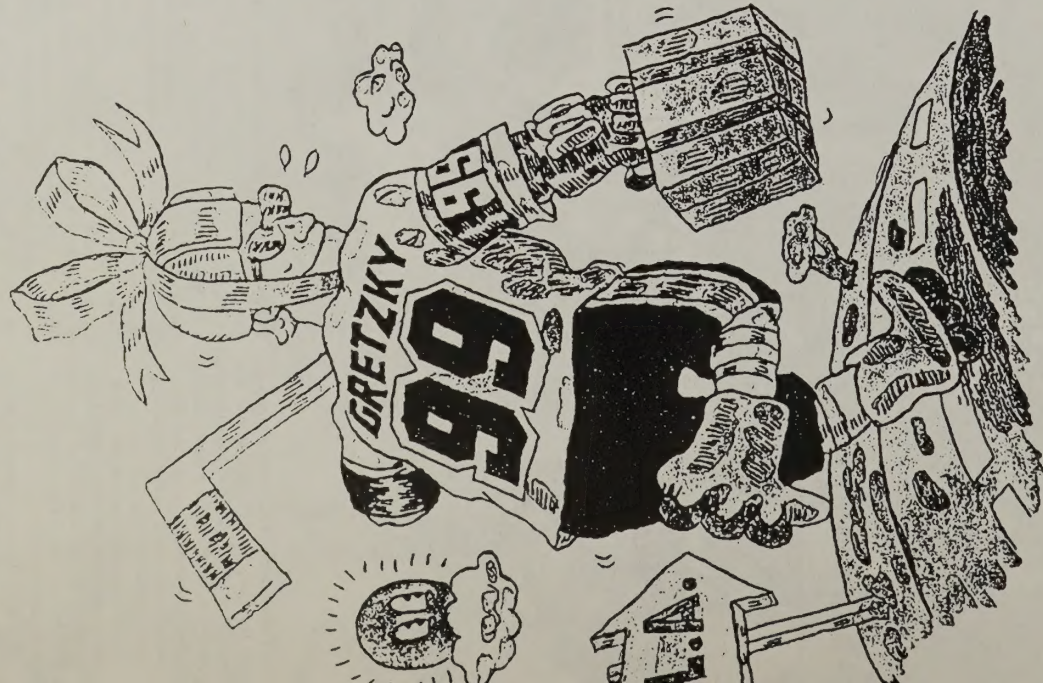
idently the enemy. Was it America? Or was it money?" "Canadians aren't sure it's the War of 1812 again," he says, "or whether it's simply the octopus quality of business, the tentacles clutching the game." Canada might simply mourn the passing of the moon and pop NHL, where the only marketing was at the corner store for cold beers after a game. Instead of comparing Gordie Howe with Rocket Richard, or Wayne Gretzky with Mario

Levesque, four of the bargainers during the NHL lockout sat around during a break in the negotiations and compared old low-board scores. "Want to know the problem?" says Christie Blatchford, a *Toronto Star* columnist who grew up in northern Quebec, and fondly remembers the Noranda Copper Kings juvenile team practicing spearing in the warmps to intimidate the opponents. "The *Toronto Star* ran a chronology of the Monday night they settled the lockout. It says at nine o'clock NHL staff ordered out for Chinese food and watched college basketball games on ESPN. *College damn basketball games?*"

"Certainly the lockout hit Canadians more than Americans because the elements of national culture and mythology are more fragile here than in the U.S.," Salutin says. "In the U.S. they have baseball, but they also have lots of other stuff. In a general sense hockey is one of the few things that makes this place coherent. In the U.S. there's no worry the country will cease to exist. Here, there's a sense the country is falling apart. With free trade, the threat of Quebec separation, issues of national sovereignty, hockey assumes a sense of national loss."

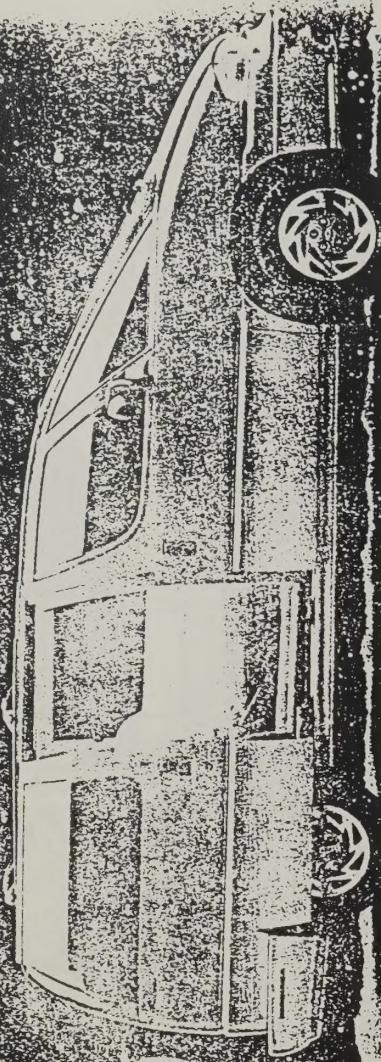
Although Canada's small markets are fighting seemingly unwinnable economic wars and its kids want to grow up to be Russian Rockets like Bure, in some ways Canadian hockey never has been stronger. Find a Canadian-based Ken Burns to pan black-and-white still photos of Jacques Plante and present 98 different versions of *Stompin' Tom Connors' The Hockey Song* over 18½ hours, and the hoser would feel better.

More than five million Canadians—one in every five—are involved in hockey as players, coaches, officials or parents who shiver at dawn on Saturdays driving their children to the rink. Canada won the 1994 World Championship. It has won five of the past six World Junior Cham-



Great One was gift wrapped and dispatched to Los Angeles, where he converted the masses.

# Greetings, Earthlings.



## The 1995 Chevrolet Lumina Van.

One look and you can see this obviously is the work of a higher intelligence. For starters, Lumina is the only van in the universe to offer an optional power sliding side door. The

same available keyless entry system that opens and closes that door for you also unlocks the front doors and tailgate to make re-entry into space easier. And to protect you from dings from manic meteorites and grocery carts, Lumina Van also gives you composite outer-body

panels. As for advanced technology, its available traction control system

is so intelligent, it monitors roadgrip at your front wheels and auto-

matically reacts to give you improved traction on changing road surfaces. Lumina Van.

It looks different because it is different. So come see your Chevrolet dealer and take a look at one. It's amazing how one sighting can transform you into a believer.

Available  
Keyless  
Entry  
Door

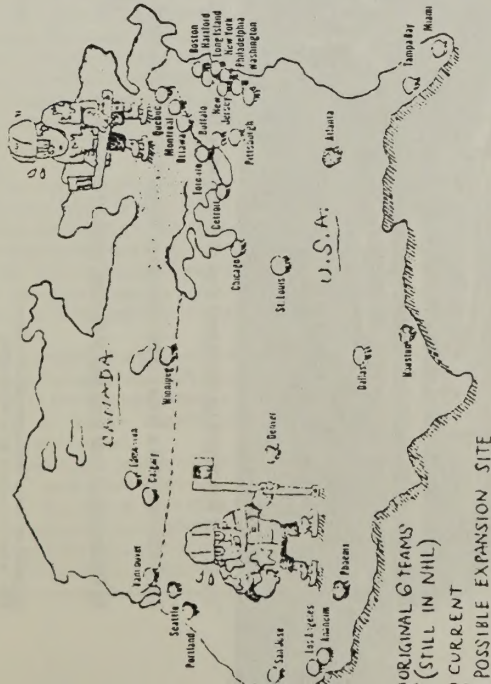


LUMINA VAN  GENUINE CHEVROLET™



## South of the Border

Canada's game is played primarily in U.S. cities, and the next wave of expansion in the NHL will do nothing to reverse that trend.



pionships. The women's national team will be the prohibitive favorite for the 1998 Olympic gold medal. Canada has owned the Canada Cup, the only best-of-seven their best tournaments last held in 1991. While hockey has settled into places where ice previously had been reserved for bourbon, the WHA merger and the NHL expansion have also stretched big league hockey from Quebec City to Vancouver. With European emigration and the evolutionary growth of U.S. hockey, the percentage of Canadian players has fallen from 96.7 in 1967-68 to 62.3 this season, but nearly three times the number of Canadians earn a living in the NHL in the days of the air and six teams.

"We tend sometimes to get a little overprotective of our sport," says Gretzky. "More and more Americans are playing it, more and more are watching it, and consequently we're expanding into more and more cities in the United States. But I think Canadians should feel safe in that hockey will always be a Canadian sport."

Gretzky is Canada's gift to the U.S. On Aug. 9, 1988, as America fretted over the introduction of lights at Wrigley Field, Edmonton gift wrapped its legacy and shipped him to Los Angeles. The news was stunning, and attention quickly focused on Peter Pocklington, the slick oiler owner who was so far ahead of the curve he was dumping a salary back in the days when payrolls averaged only \$5 mil-

lion. For hockey's greatest scorer, Pocklington received \$15 million, two players and three first-round draft choices from the Kings, typically, most of the Canadian outrage was over the terms of a hockey deal and not the fact that Canada was exporting an icon.

In their altruism, Canadians outside of Edmonton actually thought it was wise to send their hero to California. If anyone could lay a hockey foundation on the beach, it was the Great One. He did. Two years after Gretzky joined the Kings, San Jose entered the NHL. A year later Tampa Bay, Anaheim, Miami and Minnesota's relocation to Dallas gave the NHL a strong warm-weather presence. In-line skating boomed. NHL jerseys, thanks to the Sharks' cool teal logo, became fashion statements. The Fox network sensed on for free years at \$31 million a season, salaries jumped to an average of about \$600,000, and the Rangers bought their way out of a 34-year hex by winning the '94 Stanley Cup with a nucleus of players Edmonton no longer could afford—including Mark Messier, Esa Tikkanen and Kevin Lowe. The message was obvious: The Cup was pricing itself out of Canada's reach. But instead of mourning a dismantled Oiler franchise that won five Stanley Cups between 1984 and 1990, Canada fixated on the Cup's appearance on *Line Show* with David Letterman. *Dave is cool, the Cup is on his show, ergo hockey is cool.* The Rangers' win was good for hockey.

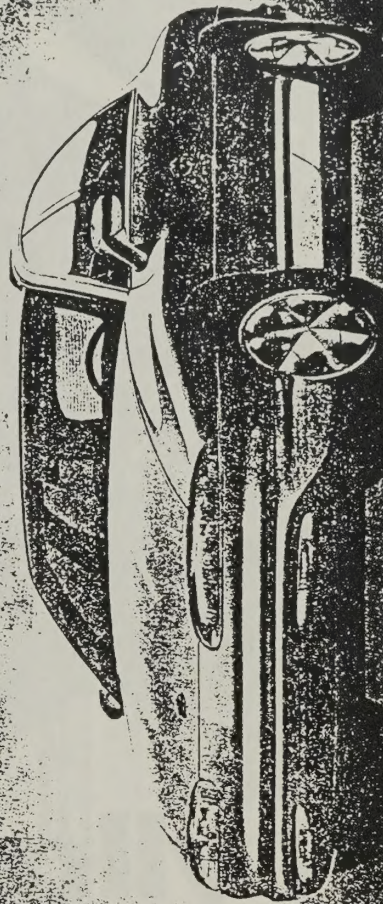
Hockey's manifest destiny was being realized, but it wasn't until the lockout that Canadians began to wonder if they shouldn't say to hell with the big market teams. Curiously, almost as much attention was lavished on the U.S. citizenship of Bettman and Goodnow as on their bargaining. Former NHL president John Ziegler was every bit as much a Yankee-Doodle during the 10-day player strike in 1992, but like Goodnow, a former player at Harvard. Ziegler had been around hockey a long time; Bettman, who became commissioner on Feb. 1, 1993, was different. He was Son of Salary Cap, an NBA recruit. He once committed the socialism of saving players were having a morning "skate around" horrors! a hoopsist—instead of a morning skate, Canada collectively cringed.

Bettman, however, genuflects toward the north. "We're the national sport of Canada, not the national sport of the U.S.," he says. "No matter how large we grow, we won't turn our back on our roots. And our roots are up in Canada." Bettman, in fact, preaches trickle-up economics. "The issue is a well-run NHL," he says, "not Canada versus the U.S." Bettman feels that if the NHL prospers, Canada will share the wealth.

But a league that gets 65% of its revenue from the gate needs spiffier digs, especially in hockey's homeland. Calgary and Edmonton are refurbishing their rinks, and Montreal, Ottawa and Vancouver all will move into new, state-of-the-art buildings by the end of 1996. But without new arenas in Quebec and Winnipeg, Bettman says, the NHL will walk from those cities. "I don't view this as blackmail," Bettman says. "My discussions with the mayors [of Quebec and Winnipeg] have pointed out that if they want to have a sports franchise in the 21st century, they must appropriately house them. If they choose not to, that doesn't make it a bad city. The cities are simply making a business decision on whether it's worth having a sports franchise."

Winnipeg has been inching toward replacing the outdated 15,393-seat Winnipeg Arena, which has 20 "luxury" boxes that could double as bunkers in a War of 1812 replay. Quebec, the NHL city with the smallest population base (645,000), is more problematic. Marcel Aubut, who owns 20% of the Nordiques, has proposed a 19,000-seat arena with 80 luxury boxes, an \$86 million project that would be principally financed by a provincially run casino or lottery, an arrangement the NHL will not comment on. Quebec

# If your team wins, celebrate.



What better way to seal a victory than with a 32-valve, DOHC 250hp V8? Not to mention leather-trimmed seating areas and a ride "as solid-feeling and rigid as any Mercedes-Benz" (*Automotive News*). The Aurora, by Oldsmobile.

Heck. You should get one even if your team doesn't win. But that's another ad.

**AURORA**  
An American Dream



# If your team loses, console yourself.

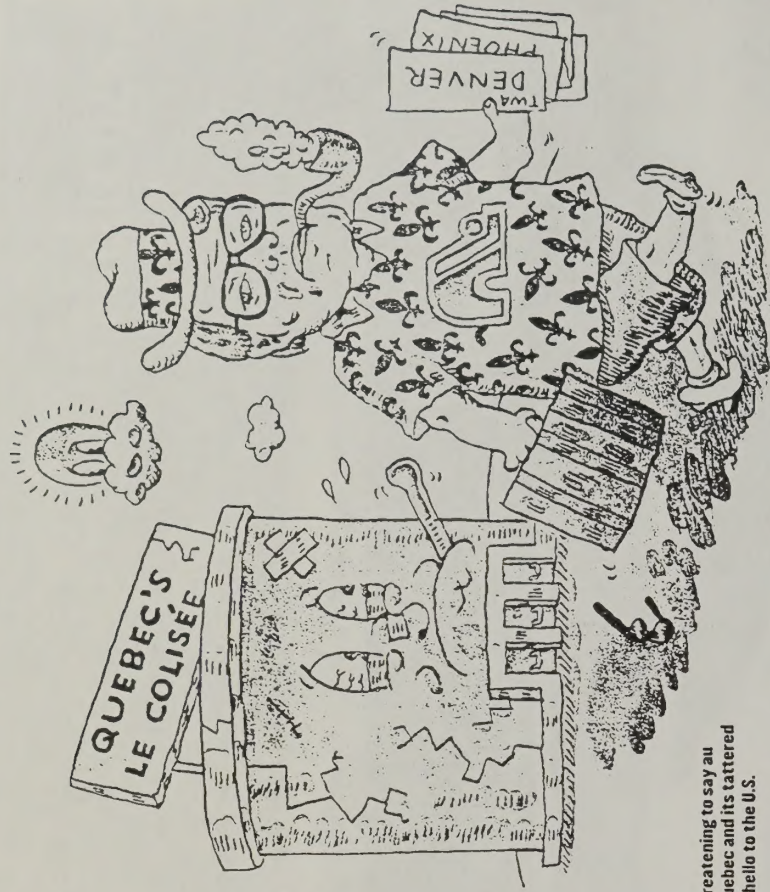


What faster way to pick up your spirits than with a 32-valve, DOHC 250hp V8? How better to restore your faith in the world than with a luxury-performance car designed to go 100,000 miles before its first tune-up? The Aurora, by Oldsmobile. If your team gets blown out, consider buying two.

**OLDSMOBILE**  
*an American dream*

© 1995 GM Corp. All rights reserved. Buckle Up, America! Aurora is a trademark of General Motors Corp.

Oldsmobile: Official Car for NCAA Championships



Aubut is threatening to say au revoir to Quebec and its tattered arena, and hello to the U.S.

premier Jacques Parizeau, who is spearheading the referendum, wants to build Quebec City into a national capital, losing the only sports franchise in a hockey-mad town, one with an annual \$64.3 million economic impact on the province, would be a lousy first step. Aubut has had overtures from seven U.S. cities, including Atlanta, Denver, Houston and Phoenix, to relocate the Nordiques.

Quebec City mayor Jean-Paul L'Allier has been cool to the arena proposal because he fears it will divert federal funds from other municipal needs like a new exhibition center. "This is a Canadian problem, not just a Winnipeg-Ottawa-Quebec problem," L'Allier says. "Hockey is part of the Canadian sports heritage. The federal government acts to protect cinema, books, magazines. What have they done to save the hockey heritage? We have the majority of small markets. If the NHL leaves Quebec, in a few years they'll probably leave Winnipeg as well. They can go play in Caesar's Palace in front of 5,000 people and sell it to TV."

The Canadian government indeed has done precious little about its multibillion-

dollar hockey industry. "We've always talked about hockey's cultural role because Canadians are so emotionally involved with it," says Dennis Mills, a member of Parliament for Broadview-Greenwood, a Toronto riding. His son, Craig, a right wing with the Belleville Bulls of the Ontario Hockey League, was Winnipeg's fifth-round draft choice in 1994. "It's time we look at it as an industry. If we thought General Motors was going to pull a van plant out of Oshawa [Ont.], we'd go crazy and make sure it didn't happen. We can tell you in forestry and automobiles how many jobs, skilled and unskilled, there are in every sector. Ask about hockey and we draw a blank. If we, as policymakers, lose hockey because we've been asleep at the switch, we're losing a big job-creation project." Mills says he will convene a hockey task force of government members by the end of April.

Canada had better address its problem, because it can't expect the NHL to do so. "This league always has operated on the principle of grab whatever you can," one hockey executive says. While all teams share equally in the \$86 million in nation-

al TV contracts (Canada's national television rights bring in \$55 million a year for the league) and the \$1.1 billion in gross retail licensing sales last year—that's about \$3.5 million in TV and \$810,000 in licensing royalties per club—the primary revenue source, the gate, is not shared. While the NHL has a 60-40 home-visitor split during the regular season, the NHL is unlikely ever to directly compensate the Winnipeggers of the world. "I thought communism died," says Bruin president Harry Simden. "You won't see it revived in the NHL."

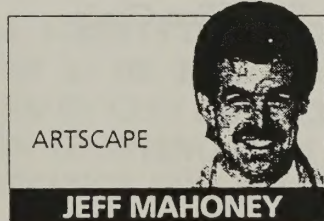
Things can't get much worse for Canada, but things probably won't get much better. Crowds are down, taxpayers might have to build high-income-producing hockey arenas, the Canadian buck can't bench-press Gretzky's stick, and some owners won't help small markets come hell or frozen water. Karl Marx is out, Charles Darwin is in. The 1980 move of the Atlanta Flames to Calgary, a city that bleeds hockey, was an anomaly. In the future any traffic will be headed the other way. The national anthem for the next millennium will be *Go Canada*.





# A wild & woolly ride

*Student mural a spectacular look into the future*



ARTSCAPE

JEFF MAHONEY

Front to back: Esther Merikanskas, Victoria Walsh, Marianne Stepanik and Carlos Melendez stand in front of their mural which they worked on with 30 other Sir John A. Macdonald students.

Diana Nethercott, The Spectator

It wasn't so much a school project as a school projection - into the future.

And if the vision is true, Hamilton better hold on to its handlebars, because our launch into the year 2020 is going to be a wild and woolly one.

About 200 high school students from Hamilton's public and separate school boards spent the early part of this year painting an enormous mural in the hallway between the west end of Jackson Square and Copps Coliseum.

Teams of students painted panels at their schools and then brought them to the hallway, attached them to the tunnel walls and put the final touches on them.

The results are spectacular. The whole hallway, both sides, is now tattooed with the fantastic imaginings of a generation.

The students were asked to build their paintings around the theme of Hamilton's future, to tie in with the region's Vision 2020 document.

What they came up with were scenarios, some haunting, some humorous, in an exhaustive range of styles: photo-reproduction collage, abstract, three-dimensional, realism, album-cover Gothic, symbolism, and much else.

There are wastelands and utopias and even a vision of a post-apocalyptic Golden Horseshoe in which Toronto and Hamilton are islands floating in the sky, like enormous divots torn up from the planet's surface - Hamilton's profile is dominated by a huge Tim Horton's.

Ten professional artists were hired to coach the students - each artist took on two of the 20 schools involved. And a staff art teacher rounded out the team at each school.

"I feel these students can be so proud," said artist Esther Merikanskas at the official unveiling of the mural last week. She worked with students at both George P. Vanier Ecole Secondaire and Sir John A. Macdon-

ald Secondary School.

"At Vanier they don't even have an art class, so what the students did was use their lunch periods and stay after school. It was wonderful, they were so dedicated."

Marianne Stepanik, a Sir John A. Macdonald student, said the project was hardly just fun and games.

## Compromise

"The 30 students (involved in the Sir John A. Macdonald murals) were divided into smaller groups of about six and we were all given paint and boards and then we had to decide amongst ourselves what we were going to put on them.

"It was very interesting but also very emotionally stressful. Everyone wanted something different so we would put it to a vote."

There would be arguments and compromise over what subject matter to feature, what medium to use, what style to adopt. But once that was all settled, the students gelled as a team.

"My role was to give them (the students) what knowledge I could and help lead them a little, but this mural,

the ideas and the painting of it - it's all theirs," said Merikanskas.

"We all tackled it together," said Carlos Melendez, another Sir John A. Macdonald student who painted the basketball in the sports fantasy board of the mural.

"Each person had his or her own ideas and we came with preliminary sketches. Once we decided what to do, it was like an assembly line. We had to go very fast."

The students said the project taught them a great deal about working on collaborative projects and with a variety of materials.

"She (Merikanskas) left a legacy behind," said Melendez. "We absorbed her artistry."

Kathleen Warnick, Cathedral High School art teacher, said she was inspired by the way her students threw themselves into the project.

"There was one student, who came from the ghetto area of Los Angeles. His mother wanted a good future for him so she brought him to Hamilton."

"He was at school painting until 11 at night three or four nights in a row. We'd bring supper to him. He really

expressed a lot of hopes for the future in his painting."

The Cathedral part of the mural features a historical Hamilton building, painted over with portraits of the students themselves, to symbolize the future building on the past.

In the painting, one student is flinging out images of the future, reflections on the duality of hope and despair, each painted by a different student.

"A lot of time went into discussion, pulling out ideas, what we thought would happen to the city," said Warnick.

Doug Dunford, visual arts coordinator with the Hamilton Board of Education, said he hopes the project can lead to other murals. "It could add to tourism."

Mansaram, one of the artists who helped the students, said if homeowners spent one per cent of their mortgages on art, "the city would be richer, because artists would be richer."

"Art is one of the reasons tourists are so attracted to Rome and Paris and Amsterdam."

John Evans, chair of the Hamilton and Region Arts Council, which helped coordinate the project, invited the students back to see how close they come in their vision of Hamilton.

"You've created truly exceptional work," he told the students at the unveiling.

"I'll see you here in 2020. I'll be 82 and you'll be in your early 40s."

The project was made possible by a \$7,000 grant from Morgan Firestone, through the Firan Foundation. It was sponsored by HECFI.



3

**THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, March 31, 1995  
8:00 a.m.  
Hamilton Convention Centre  
Room 314**

**MINUTES**

**PRESENT:** Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice-Chair  
Alderman H. Merling  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. Deys  
Mr. S. Monzavi  
Mr. J. Nelson

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:** Mayor R. Morrow  
Alderman B. Charters

1. Opening Remarks

The Chair called the meeting to order at 8:15 a.m. Mrs. Dow commented on the success of the Juno reception, dinner and Awards Presentations and of the subsequent good reviews in Toronto newspapers (the local Spectator was not supportive). The Board Workshop took place Monday, March 27th. The facilitator of the Workshop, Mr. R. Watt, will present a report which summarizes the brain-storming session. A meeting of the N.H.L. Sub-Committee will be scheduled.

A. Finance and Administration Second Report

**MOVED** by Mrs. Isbester, seconded by Mr. Kujavsky that

**THE FINANCE AND ADMINISTRATION COMMITTEE SECOND REPORT OF 1995 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

**THAT ALL MERITS DUE FOR THE PERIOD 1993 JANUARY 1 TO 1993 JUNE 13 BE PAID TO ALL ELIGIBLE EMPLOYEES AS APPROVED BY CITY COUNCIL AT ITS MEETING ON FEBRUARY 28, 1995 IN ADOPTING ITEM 5 OF THE SIXTH REPORT OF THE CITY'S FINANCE AND ADMINISTRATION COMMITTEE.**

**MOTION CARRIED.**

The CEO clarified that there are merit increases outstanding from June 13, 1993 onwards however, these increases fall within the parameters of the Social Contract.

2. Correspondence

Correspondence included in the agenda package as Attachment 2 was received for information.



3. Minutes of Regular Meeting Held February 24, 1995 and Special Meeting Held March 3, 1995

The Legislative Assistant was instructed to amend Page 3 of the March 3, 1995 minutes to reflect that the Sales Agent will book events at Copps Coliseum and the Convention Centre as well as Hamilton Place.

MOVED by Mr. Ryder, seconded by Mr. Kujavsky that

**THE MINUTES OF THE REGULAR MEETING HELD FEBRUARY 24, 1995 BE APPROVED AND THE SPECIAL MEETING HELD MARCH 3, 1995 BE APPROVED AS AMENDED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

Nil

5. Private and Confidential

MOVED by Mr. Tidball, seconded by Mrs. Isbester that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:20 A.M.**

**MOTION CARRIED.**

MOVED by Alderman Merling, seconded by Alderman Jackson that

**THE IN-CAMERA SESSION BE ADJOURNED AT 9:10 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, May 26, 1995

8:00 a.m.

Location to be Announced

9. Adjournment

The meeting was adjourned at 9:11 a.m.

TAKEN AS READ AND APPROVED

---

Mrs. Mary Dow, Chair

---

Patricia Bennett, Secretary





1995

## MEETING OF THE BOARD OF DIRECTORS

Friday, May 26, 1995

8:00 a.m.

COPPS COLISEUM - Hamilton Room

HAMILTON PUBLIC LIBRARY

MAY 24 1995

GOVERNMENT DOCUMENTS

## ORDER OF BUSINESS

## DECLARATION OF CONFLICT OF INTEREST

## 1. Opening Remarks

## ACTION ITEMS

- A. *Operations Committee Third Report* *Attachment A*
- B. *Community Event : Hamilton Foundation 40th Anniversary* *Attachment B*
- C. *Community Event : Canadian Football Hall of Fame Induction Ceremonies*  
*Saturday, June 17, 1995 : Dinner and Dance* *Attachment C*
- D. *Meeting Schedule - July and August* *Attachment D*

## INFORMATION ITEMS

2. Correspondence *Attachment 2*
3. Minutes of Regular Meeting Held April 28, 1995  
Summary of Workshop Held May 4, 1995  
Minutes of Special Meeting Held May 15, 1995 *Attachment 3*
- 3.1 Errors or Omissions
- 3.2 Motion for Approval
4. Business Arising From the Minutes
- 4.1 Financial Summary for the Four Month  
Period Ended April 30, 1995 *Attachment 4.1*
5. Private and Confidential
- 5.1 Contractual Matters
6. New Business
7. Other Business
8. Date of Next Meeting: Friday, June 30, 1995 - 8:00 a.m. *Location To Be Announced*
9. Adjournment

## OUTSTANDING BUSINESS

1. Discussion with Parking Authority : Revenues/Parking Issues/HECFI Events/Subsidized Admission Ticket to Events Which Includes Reduced Parking

May 19, 1995

Patricia Bennett

Secretary to the Board of Directors



1000 10 1000

1000

1000

A

### OPERATIONS COMMITTEE THIRD REPORT

The Operations Committee presents its **THIRD** Report from its meeting held May 17, 1995 and respectfully recommends approval of the following:

1. Provision of Building Security Services for H.E.C.F.I. Facilities

**THE LOWEST OF NINE (9) TENDERS SUBMITTED BY RNR SECURITY SERVICES, HAMILTON, FOR BUILDING SECURITY SERVICES AT THE H.E.C.F.I. FACILITIES FOR THE TERM COMMENCING 1995 JULY 1 AND ENDING 1997 DECEMBER 31 BE ACCEPTED; AND**

**THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM THE OPERATING BUDGET, ACCOUNT NO. HE 84401/84402/84403 - 56333.**

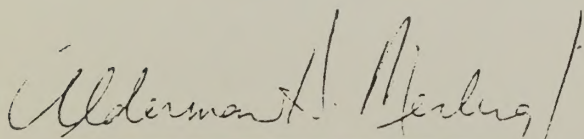
2. Hamilton Convention Centre - Replacement of Carpet

**THE TENDER SUBMITTED BY VARTANIAN RUGS LTD., STONEY CREEK, FOR THE SUPPLY AND INSTALLATION OF 6,286 SQUARE YARDS OF CROSLY, CUSTOM CROSS WEAVE (36 OZ.) CARPET COMPLETE WITH AN INTEGRATED BORDER, IN THE TOTAL AMOUNT OF \$215,671.27 EXCLUDING GST, BE ACCEPTED; and**

**THAT A CONTINGENCY ALLOWANCE OF \$10,000. BE ESTABLISHED FOR THIS PROJECT; and**

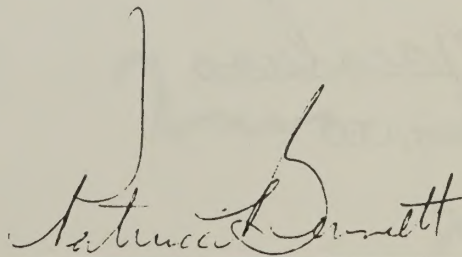
**THAT THE COST OF THIS PROJECT BE FINANCED FROM THE CAPITAL BUDGET WORK-IN-PROGRESS ACCOUNT NO. CF 5200929541015.**

Respectfully submitted,



Alderman H. Merling, Chair

pb



Patricia Bennett, Secretary



B

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: May 16, 1995

SUBJECT: COMMUNITY EVENT : Hamilton Foundation 40th Anniversary

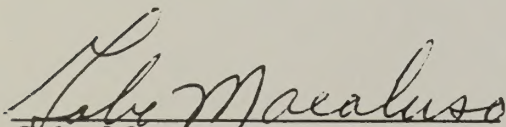
**RECOMMENDATION:**

**THAT H.E.C.F.I. BOARD OF DIRECTORS PURCHASE A MINIMUM OF TWO TICKETS AT \$40 EACH TO THE 40TH ANNIVERSARY CELEBRATION OF THE HAMILTON FOUNDATION WEDNESDAY, JUNE 7, 1995.**

**BACKGROUND:**

- The Hamilton Foundation is a prestigious organization which provides many benefits to our community and although its 40th anniversary celebration is not being held in a H.E.C.F.I. facility, it is recommended that H.E.C.F.I. demonstrate its support of the Foundation's philanthropic role.
- Precedence has been established with the Board's purchase of tickets to events not being held in H.E.C.F.I. facilities; i.e. Festitalia and the CYO Sports Celebrity Dinner which were both held at Carmen's Banquet Centre.
- Funds are available within the Corporate Department's operating budget.

Respectfully recommended,

  
Gabe Macaluso  
Managing Director/CEO

MAY 10 1995



(reasonably  
urgent)

To Joe P. + Gale

Can you both put

together a table

each or more

for this function

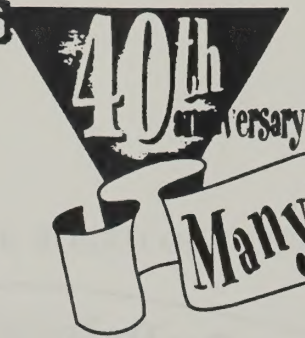
Thanks - seems  
please

mm



40TH ANNIVERSARY  
HONORARY PATRONS  
THE HONOURABLE  
LINCOLN ALEXANDER  
DR. BERTRAM BROCKHOUSE  
THE BARR

APR 19 1995



HAMILTON  
COMMUNITY  
FOUNDATION

June 7.

OK

LINDA BROWN  
ROGER COULDREY  
VICKI DESANTIS  
JAKE DOHERTY  
RON FOXCROFT  
PETER GEORGE  
MARY GILMOUR  
MURRAY HALPREN  
RON JOYCE  
MARTIN LUXTON  
JOHN MAYBERRY  
KEITH MCINTYRE  
JANE MILANETTI  
WILLIAM NELSON  
KENT NEWCOMB  
FAYE & MICHAEL NG  
LORNE RICHTER  
DAVID SELDON  
BENJAMIN SIMPSON  
CHESTER WAXMAN

BOARD OF DIRECTORS

TERRY YATES, President  
GORDON BULLOCK  
PAUL CANNON  
SONDRA CORNETT  
DAVID GOW  
MURRAY HOGARTH  
ROBERT LOFTHOUSE  
VIRGINIA MCKENNA  
ALLEN ROOT  
MARNIE SPEARS  
VINCENZA TRAVALE  
NORMA WALSH

JUDITH MCCULLOCH  
Executive Director  
DOROTHY BARTALOS  
Co-ordinator, Granting  
Programs  
PAMELA LAKIN  
Financial Manager

*Please reserve the evening of Wednesday, June 7th to join with us in a festive celebration of Hamilton Community Foundation's 40th anniversary!*

*The evening will commence with a reception at 6 p.m., to be followed by dinner and outstanding entertainment by several of our community's leading performing arts groups. A brief look back over the years and a glimpse into the future will round out the celebration.*

*Best of all, it is not a fundraising evening — our entertainers have graciously donated their services and Carmen's Banquet Centre has offered very generous pricing. In addition, a number of sponsors are underwriting other costs.*

*We hope you will want to share this happy occasion with us as we celebrate our community and highlight the Foundation's unique philanthropic role in Hamilton-Wentworth and Burlington. Why not invite some of your friends, associates or clients to join you for a convivial and enjoyable evening? While tables will be arranged in rounds of ten, reservations will be taken for parties of any size.*

*Please take a moment to complete the enclosed RSVP and return it to the Foundation office before May 19. Seating capacity is limited and we do not want to disappoint anyone.*

*The Honorary Patrons, 40th Anniversary Council members and Directors all look forward to your company on June 7th. It promises to be a memorable evening!*

*Kindest regards,*

T.E. Yates  
President

*Thank you for your excellent list! All have been sent. We hope to have good representation from the City of Hamilton — should we reserve a table or two for you use?*



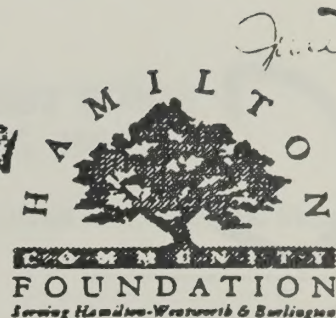
HAMILTON COMMUNITY FOUNDATION

Suite 205, 120 King Street West, Hamilton, Ontario L8P 4V2 Tel: (905) 523-5600 / Fax: (905) 523-0741  
(Formerly THE HAMILTON FOUNDATION)



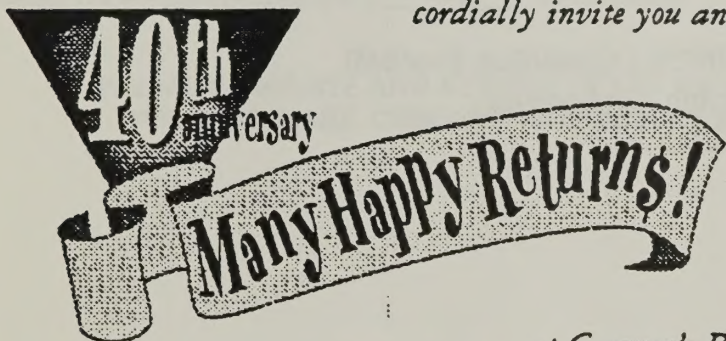
With entertainment by:  
 HAMILTON ALL STAR JAZZ BAND  
 VOX NOUVEAU  
 HAMILTON PHILHARMONIC ORCHESTRA  
 NEW FACES  
 GERITOL FOLLIES  
 HAMILTON CHILDREN'S CHOIR  
 BURLINGTON TEEN TOUR BAND  
 HAMILTON BALLET YOUTH ENSEMBLE  
*and others you won't want to miss!*

MAR 29 1995



The President and Board of Directors,  
 Honorary Patrons and 40th Anniversary Council

*cordially invite you and your guests to attend*



# A GALA DINNER CELEBRATION

WEDNESDAY, JUNE 7, 1995

*at Carmen's Banquet Centre  
 1520 Stone Church Road East, Hamilton*

*6:00 p.m. Reception / 6:45 p.m. Dinner & Entertainment*

*\$40 per person / \$400 for a table of ten*

*Business Attire*

*Please RSVP by May 19, 1995*

## TICKET ORDER FORM

Name: .....

Address: .....

Postal Code: ..... Phone: ..... Fax: .....

Business/Organization: .....

I/we would like to be seated with .....

OK

Number of individual tickets ..... at \$40 per person = \$ .....

OR: Number of tables of ten ..... at \$400 per table = \$ .....

TOTAL (enclosed) \$ .....

Please make cheque payable to: Hamilton Community Foundation  
 and forward to: Suite 205, 120 King Street West, Hamilton, ON L8P 4V2  
 For further information: (905) 523-5600

Please reply by May 19

Tickets will be forwarded by return mail



C

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Mr. G. Macaluso  
Managing Director/CEO

DATE: May 19, 1995

SUBJECT: **COMMUNITY DINNER : Canadian Football  
Hall of Fame Induction Ceremonies  
Saturday, June 17, 1995**

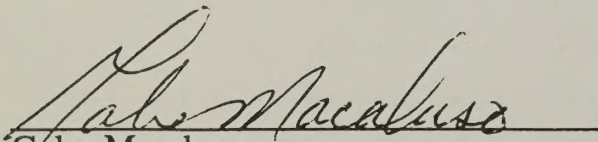
**RECOMMENDATION:**

**THAT THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE CANADIAN FOOTBALL HALL OF FAME INDUCTION CEREMONIES DINNER AND DANCE JUNE 17, 1995 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$800.**

**BACKGROUND:**

- The H.E.C.F.I. Board has traditionally supported this event since 1988. In 1994 the Board carried a motion to purchase up to ten tickets; six tickets were purchased.
- Funds are available within the Corporate Operating budget for the Board's attendance at this function.

Respectfully submitted,

  
Gabe Macaluso  
Managing Director/CEO

**INDUCTION CEREMONIES TICKET REQUEST FORM**  
**DINNER/DANCE - SATURDAY JUNE 17TH, 1995**

**\$80.00/ticket or \$800.00/table of ten**

**(\$5.00 of every ticket will be allocated to the Canadian Football Hall of Fame Exhibit Redevelopment Fund)**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

# of Tickets Requested: \_\_\_\_\_ Total Amount Enclosed: \_\_\_\_\_

Income Tax Receipt Required: Yes \_\_\_\_ No \_\_\_\_ (\$40.00/ticket)

**SEND TICKET FORM**

**TO:**

**Janice Smith**

**Canadian Football**

**Hall of Fame**

**58 Jackson Street West**

**Hamilton, Ontario**

**L8P 1L4**

**PLEASE COMPLETE AND RETURN TICKET REQUEST FORM WITH PAYMENT BY MAY 31, 1995.**

**\*\*PLEASE MAKE CHEQUES PAYABLE TO THE CANADIAN FOOTBALL HALL OF FAME\*\***





# TOUCHDOWN

Newsletter of the Canadian Football Hall of Fame and Museum

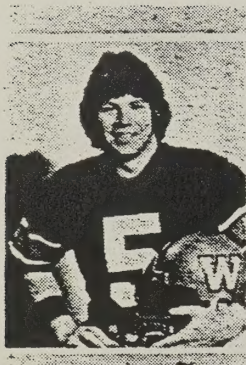
Volume 2, Number 1

February 1995

## 1995 INDUCTEES

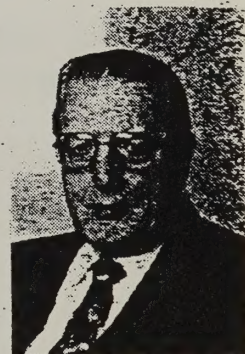
### DIETER BROCK - PLAYER:

Dieter Brock began his playing career with the Winnipeg Blue Bombers in 1974. He assumed the starting quarterback position on October 5, 1975. Brock was traded to the Hamilton Tiger-Cats in 1983 and retired from the CFL in 1984. Brock is fourth on the all-time CFL quarterback list with 34,830 yards on 4,535 pass attempts and 2,602 completions. Dieter Brock continues to hold many Winnipeg Blue Bomber quarterback records. Among his many awards, he was selected All-Western in 1980, 1981 and 1982; All-Canadian in 1980 and 1981; MVP in the west (Jeff Nicklin Memorial Award) in 1980 and 1981; and was also winner of the prized Schenley Outstanding Player award in 1980 and 1981.



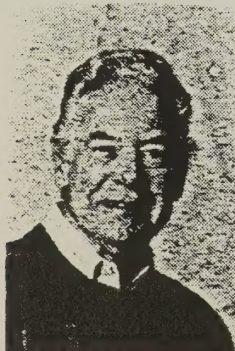
### GREG FULTON - BUILDER:

Greg Fulton began his involvement in football as a player in 1939. In 1950 he became the first statistician for the Calgary Stampeders where he remained until 1966. He was hired by the Canadian Football League in 1967 as the Secretary-Treasurer and continues to assume this responsibility. Among his many contributions to football, Fulton compiled the first Official Record Manual which included all-time statistics and background data for the Canadian Football League in 1966. This annual publication was his responsibility until 1973. Since 1967 Fulton has been secretary of the CFL Rule Committee and editor of the Official Playing Rules which is updated annually. Greg Fulton was the first recipient of the Commissioner's Award in 1990 recognizing his dedication and contributions to Canadian football.



### TOM GRANT - PLAYER:

Tom Grant began his professional football career with the Hamilton Tiger-Cats, starring with the black and gold from 1956 through 1968. He got off to a quick start in 1956 and won the Gruen Award, which was presented annually to the Eastern Conference Canadian Rookie of the Year. Grant had a career total 54 touchdowns for 324 points. He rushed 559 yards on 127 carries for a 4.4 yard average. He was the Eastern Conference leader in 1962 with 615 yards on 20 kickoff returns. Grant participated in nine Grey Cup Championship games and celebrated team victories in 1957, 1963, 1965 and 1967. Among his many achievements, Tom Grant won the All-Eastern running back award in 1963, All-Eastern and All-Canadian flanker in 1964; and the Schenley Mos Outstanding Canadian Award in 1964.



Induction Weekend is scheduled for June 15-18th, 1995 in Hamilton, Ontario. Four days of activities will comprise the weekend including the Hall of Fame game, annual golf tournament, unveiling ceremonies, Induction dinner, and Civic Brunch. Tickets are available for the Induction dinner at \$75.00/ticket or \$750.00/table of ten. Reservations are also being taken for the golf tournament. Join us in celebrating the Induction of Dieter Brock, Greg Fulton and Tom Grant.



D

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: May 19, 1995

SUBJECT: MEETING SCHEDULE - JULY AND AUGUST

**RECOMMENDATION:**

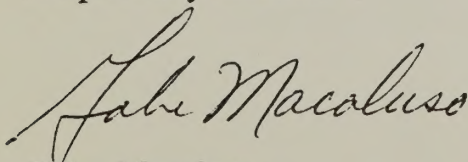
**THAT THE MEETING SCHEDULE FOR THE H.E.C.F.I. BOARD AND STANDING COMMITTEE MEETINGS BE AMENDED TO COMPLY WITH THE CITY OF HAMILTON MEETING SCHEDULE FOR THE MONTHS OF JULY AND AUGUST AS APPROVED BY CITY COUNCIL AT ITS MEETING MAY 9, 1995; and**

**THAT MEETINGS DURING JULY AND AUGUST BE AT THE CALL OF THE BOARD AND COMMITTEE CHAIRMEN, AS REQUIRED.**

**BACKGROUND:**

- City Council passed a resolution at its May 9, 1995 meeting that no meetings would be held during the months of July and August; it is management's recommendation that H.E.C.F.I. conduct its affairs in compliance with this resolution.
- Any issues requiring the consideration of a Standing Committee and/or the full Board of Directors will be brought to the attention of the Board and Committee Chairmen immediately. Committee and Board meetings will be at the call of the Chair.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



2

7 McNiven Road  
Ancaster, Ontario  
L9G 3T3  
April 20, 1995

COPPS COLISEUM  
101 YORK BLVD.  
HAMILTON  
c/o Gabe Macaluso

In February of this year we requested a donation from your business to help support the Morris Family in Ancaster. At that time Rob Morris was dying from a brain tumour. It was Rob's wish to spend his last days at home with his family. The cost of home care was a horrendous financial burden for this family that had given years of service to our community.

This letter is to thank you for your generous donation. With your help our community raised over twenty-three thousand dollars for the Morris family.

Rob passed away on February 24, 1995. Barb and their sons, Justin and Tony attended the Dedication Dance held on March 03, 1995. We are certain that in the years to come, they will treasure the support that our community returned to Rob, not only in the money raised, but in the attendance of over six hundred people that evening.

Once again, thank you very much for supporting the Morris Family.

Sincerely,

The Morris Dance Committee

MAY 2 1995

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, April 28, 1995**

**8:00 a.m.**

**Hamilton Convention Centre**

**Room 314**

**MINUTES**

**PRESENT:**

Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice-Chair  
Alderman B. Charters, Second Vice-Chair  
Alderman T. Jackson  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. Deys  
Mr. S. Monzavi  
Mr. J. Nelson

**ALSO PRESENT:**

Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:**

Mayor R. Morrow  
Alderman H. Merling  
Mrs. J. Isbester



1. Opening Remarks

Mrs. Dow called the meeting to order at 8:27 a.m.

A. Audit Committee First Report

**MOVED** by Mr. Kay, seconded by Mr. Monzavi that

**THE AUDIT COMMITTEE FIRST REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

**THAT THE DRAFT 1994 AUDITED FINANCIAL STATEMENTS FOR THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED; and**

**THAT THE MANAGEMENT LETTER DATED APRIL 12, 1995 FROM MACGILLIVRAY PARTNERS BE RECEIVED.**

**MOTION CARRIED.**

B. Finance and Administration Third Report

**MOVED** by Mr. Nelson, seconded by Mr. Ryder that

**THE FINANCE AND ADMINISTRATION THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:**

**THAT THE MAYOR OR HIS DESIGNATE, THE H.E.C.F.I. CHAIR AND THE CEO APPROACH THE PARKING AUTHORITY CHAIR AND GENERAL MANAGER TO REOPEN EXPLORATORY DISCUSSION REGARDING PROMOTIONS AND CO-PROMOTIONS AND REVENUES RESPECTING PARKING ISSUES CENTERED AROUND H.E.C.F.I. EVENTS.**

**MOTION CARRIED.**

Due to time constraints it was agreed that the meeting move into an In-Camera Session at 8:26 a.m. It was

MOVED by Mr. Deys, seconded by Mr. Tidball that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:26 A.M.**

MOTION CARRIED.

MOVED by Mr. Monzavi, seconded by Mr. Kujavsky that

**THE IN-CAMERA SESSION BE ADJOURNED AT 9:30 A.M.**

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Kay, seconded by Mr. Kujavsky that

**CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.**

MOTION CARRIED.

3. Minutes of Regular Meeting Held March 31, 1995

MOVED by Alderman Charters, seconded by Mr. Deys that

**THE MINUTES OF THE MEETING HELD MARCH 31, 1995 BE APPROVED.**

MOTION CARRIED.

4. Business Arising From the Minutes

Nil



5. Private and Confidential

(see above)

6. New Business

6.1 Festitalia Fund Raising Dinner

**MOVED** by Alderman Anderson, seconded by Mr. Kay that

**TWO TICKETS BE PURCHASED AT A COST OF \$75 PER TICKET FOR THE CHAIR OF THE BOARD AND THE CEO TO ATTEND FESTITALIA'S FUND RAISING DINNER BEING HELD MAY 13, 1995.**

**MOTION CARRIED.**

7. Other Business

Nil

8. Date of Next Meeting:

Friday, May 26, 1995

8:00 a.m.

Location to be Announced

9. Adjournment

The meeting was adjourned at 9:30 a.m.

TAKEN AS READ AND APPROVED

---

Mrs. M. Dow, Chair

---

Patricia Bennett, Secretary



**THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**WORKSHOP : BOARD OF DIRECTORS**

**Thursday, May 4, 1995**

**4:30 p.m.**

**Hamilton Convention Centre**

**Room 314**

**SUMMARY**

**PRESENT:** Mrs. M. Dow, Chair  
Mayor R. Morrow  
Alderman T. Jackson  
Mr. J. Kujavsky  
Mr. M. Ryder  
Mrs. J. Isbester  
Mr. F. Deys  
Mr. J. Nelson

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Ms. D. Vivian  
Mr. S. Farrauto

**REGRETS:** Alderman T. Anderson  
Alderman H. Merling  
Alderman B. Charters  
Mr. W. Tidball  
Mr. G. Kay  
Mr. S. Monzavi

1. Background

At the April 28, 1995 Regular Meeting of the Board of Directors it was agreed that Mr. Jasper Kujavsky would Chair an NHL Strategy Sub-Committee. A workshop would be held at which strategy issues would be discussed, as well as terms of reference for the newly struck sub-committee and committee membership; Mr. Marvin Ryder would facilitate the workshop.

2. Summary of Discussion

Mr. Ryder initiated discussion at 4:50 p.m. clarifying that the Workshop had been called in order to discuss strategies; tactics; and a critical path to obtain a National Hockey League franchise. However, discussion of a confidential nature ensued respecting the move of the NHL's Winnipeg franchise and the possibility of a bid being presented by Hamilton. It was agreed that until such time as the Winnipeg issue is finalized, further discussion respecting H.E.C.F.I.'s strategy would be postponed. Mr. Kujavsky circulated a "Critical Path Blueprint" for the Board's consideration. Discussion concluded at 7:00 p.m.

TAKEN AS READ AND APPROVED

---

Mrs. M. Dow, Chair

---

Patricia Bennett, Secretary



**THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Monday, May 15, 1995  
12:00 Noon  
Hamilton Convention Centre  
Room 314**

**MINUTES**

**PRESENT:** Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice-Chair  
Alderman B. Charters, Second Vice-Chair  
Mayor R. Morrow  
Alderman H. Merling  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. G. Kay  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. F. Deys

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:** Mr. J. Nelson  
Mr. S. Monzavi

1. Opening Remarks

The Chair called the meeting to order at 12:15 p.m. thanking everyone for attending on short notice and clarifying that the meeting had been called in order to provide an update respecting the National Hockey League.

2. Motion to Move In-Camera

**MOVED** by Mrs. Isbester, seconded by Mr. Kujavsky that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 12:16 P.M.**

**MOTION CARRIED.**

**MOVED** by Alderman Anderson, seconded by Alderman Merling that

**THE IN-CAMERA SESSION BE ADJOURNED AT 1:15 P.M.**

**MOTION CARRIED.**

3. Adjournment

The meeting was adjourned at 1:16 p.m.

**TAKEN AS READ AND APPROVED**

---

Mrs. M. Dow, Chair

---

Patricia Bennett, Chair



## Financial Summary

### For The Four Month Period Ended April 30, 1995

Actual Results  
For the Four  
Month Period Ended  
April 30, 1994

|                                                 | (1)<br><u>Budget</u> | (2)<br><u>Actual</u> | Favourable<br><Unfavourable><br><u>Budget Variance</u> |
|-------------------------------------------------|----------------------|----------------------|--------------------------------------------------------|
| \$2,228,323. Revenue                            | \$2,364,003.         | \$2,513,099.         | \$149,096.                                             |
| <u>2,921,851.</u> Expenditures                  | <u>2,863,768.</u>    | <u>2,897,263.</u>    | <u>&lt;33,495.&gt;</u>                                 |
| Excess of Expenditures                          |                      |                      |                                                        |
| <u>\$ 693,528.</u> Over Revenue From Operations | <u>\$ 499,765.</u>   | <u>\$ 384,164.</u>   | <u>\$115,601.</u>                                      |

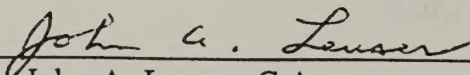
#### Comments:

HECFI's municipal contribution was under-expended by \$115,601 (see row 3, column 3 above) for the four month period ended April 30, 1995. This represents an increase of \$59,853 in the under-expended amount reported to you last month for the first quarter ended March 31, 1995.

The favourable results for the four month period arose primarily from the following three items:

- |       |                                                                                    |                          |
|-------|------------------------------------------------------------------------------------|--------------------------|
| (i)   | a favourable budget variance on shows promoted/<br>co-promoted by HECFI            | \$ 84,094.               |
| (ii)  | a favourable resolution of a 1994 year-end<br>provision for a contingent liability | 25,767.                  |
| (iii) | below budget spending on advertising and promotion                                 | <u>12,043.</u>           |
|       |                                                                                    | <u><b>\$121,904.</b></u> |

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

  
\_\_\_\_\_  
Mr. John A. Leuser, C.A.  
Director of Finance and Administration

1995 May 16

Copp  
Coliseum



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURE

|                                                       | Annual<br>1995<br>Budget | Budgeted<br>Operating<br>Results For<br>The Four<br>Month<br>Period Ended<br>April<br>1995 | Actual<br>Operating<br>Results For<br>The Four<br>Month<br>Period Ended<br>April<br>1995 | Amount<br>(4) | Favourable/<br>(Unfavourable)<br>Budget Variance | %<br>(5) | Actual<br>Operating<br>Results For<br>The Four<br>Month<br>Period Ended<br>April<br>1994 |
|-------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------|--------------------------------------------------|----------|------------------------------------------------------------------------------------------|
|                                                       | (1)                      | (2)                                                                                        | (3)                                                                                      |               |                                                  |          | (6)                                                                                      |
| REVENUE                                               |                          |                                                                                            |                                                                                          |               |                                                  |          |                                                                                          |
| RENTAL, LICENCE FEES AND SHOW REVENUE                 | \$1,689,770              | \$767,235                                                                                  | \$796,508                                                                                | \$29,273      |                                                  | 3.8%     | \$620,107                                                                                |
| OTHER RENTALS                                         | 507,330                  | 195,722                                                                                    | 175,543                                                                                  | (20,179)      |                                                  | -10.3%   | 138,393                                                                                  |
| FOOD, BEVERAGE AND CONCESSIONS                        | 1,886,020                | 552,160                                                                                    | 579,020                                                                                  | 26,860        |                                                  | 4.9%     | 565,262                                                                                  |
| RECOVERIES                                            | 1,489,700                | 595,896                                                                                    | 708,459                                                                                  | 112,563       |                                                  | 18.9%    | 636,558                                                                                  |
| BOX OFFICE                                            | 337,290                  | 149,550                                                                                    | 144,188                                                                                  | (5,362)       |                                                  | -3.6%    | 174,492                                                                                  |
| OTHER                                                 | 248,370                  | 103,440                                                                                    | 109,381                                                                                  | 5,941         |                                                  | 5.7%     | 93,511                                                                                   |
| TOTAL REVENUE                                         | \$6,158,480              | \$2,364,003                                                                                | \$2,513,099                                                                              | \$149,096     |                                                  | 6.3%     | \$2,228,323                                                                              |
| EXPENDITURES                                          |                          |                                                                                            |                                                                                          |               |                                                  |          |                                                                                          |
| OPERATIONS - ADMINISTRATION                           | \$342,940                | \$112,522                                                                                  | \$110,407                                                                                | \$2,115       |                                                  | 1.9%     | \$107,401                                                                                |
| FOOD AND BEVERAGE                                     | 1,597,480                | 471,385                                                                                    | 517,427                                                                                  | (46,042)      |                                                  | -9.8%    | 502,328                                                                                  |
| EVENTS DELIVERY                                       | 2,173,560                | 831,041                                                                                    | 904,961                                                                                  | (73,920)      |                                                  | -8.9%    | 773,741                                                                                  |
| BUILDING OPERATIONS                                   | 1,468,020                | 495,142                                                                                    | 480,341                                                                                  | 14,801        |                                                  | 3.0%     | 477,011                                                                                  |
| MARKETING AND PROMOTION                               | 1,502,820                | 470,527                                                                                    | 446,759                                                                                  | 23,768        |                                                  | 5.1%     | 487,980                                                                                  |
| ADMINISTRATION - CEO/BOARD                            | 298,800                  | 96,676                                                                                     | 94,188                                                                                   | 2,488         |                                                  | 2.6%     | 96,065                                                                                   |
| PROFESSIONAL FEES                                     | 40,690                   | 11,698                                                                                     | 8,161                                                                                    | 3,537         |                                                  | 30.2%    | 10,830                                                                                   |
| FINANCE AND ADMINISTRATION                            | 642,470                  | 211,035                                                                                    | 175,156                                                                                  | 35,879        |                                                  | 17.0%    | 219,222                                                                                  |
| BOX OFFICE                                            | 351,670                  | 120,018                                                                                    | 116,139                                                                                  | 3,879         |                                                  | 3.2%     | 126,462                                                                                  |
| INSURANCE                                             | 131,170                  | 43,724                                                                                     | 43,724                                                                                   | 0             |                                                  | 0.0%     | 41,601                                                                                   |
| PROVISION FOR CAPITAL REPLACEMENT                     | 0                        | 0                                                                                          | 0                                                                                        | 0             |                                                  | 0.0%     | 79,210                                                                                   |
| TOTAL EXPENDITURES                                    | \$8,549,620              | \$2,863,768                                                                                | \$2,897,263                                                                              | (\$33,495)    |                                                  | -1.2%    | \$2,921,851                                                                              |
| EXCESS OF EXPENDITURE OVER<br>REVENUE FROM OPERATIONS | \$2,391,140              | \$499,765                                                                                  | \$384,164                                                                                | \$115,601     |                                                  | 23.1%    | \$693,528                                                                                |
| CONTRIBUTION FROM THE CITY                            | \$2,391,140              | \$499,765                                                                                  | \$499,765                                                                                | \$0           |                                                  | 0.0%     | \$593,721                                                                                |
| UNDER EXPENDED MUNICIPAL CONTRIBUTION                 | \$0                      | \$0                                                                                        | \$115,601                                                                                | \$115,601     |                                                  | 0.0%     | (\$99,807)                                                                               |

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



*Handwritten signature*

Annual Meeting

For the Year

ended March 31st

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and Convention  
Facilities Inc.

## MEETING OF THE BOARD OF DIRECTORS

Friday, June 30, 1995

8:30 a.m. Breakfast

9:00 a.m. Meeting

Hamilton Convention Centre  
Chedoke "C" Annex

## ORDER OF BUSINESS

## DECLARATION OF CONFLICT OF INTEREST

## 1. Opening Remarks

## ACTION ITEMS

## A. Operations Committee Fourth Report

Attachment A

## B. Marketing and Sales Committee First Report

Attachment B

## C. Terms of Reference : Finance &amp; Administration Committee

Attachment C

## D. Community Event : Award of Merit Dinner, September 13, 1995

Attachment D

## INFORMATION ITEMS

## 2. Correspondence

Attachment 2

## 3. Minutes of Regular Meeting Held May 26, 1995

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

## 4. Business Arising From the Minutes

4.1 Financial Summary for the Five Month  
Period Ended May 31, 1995

Attachment 4.1

4.2 Report : Smoke-Free Hamilton by the Year 2000

Attachment 4.2

4.3 Report : Commonwealth Square/Security Camera Surveillance

Attachment 4.3

4.4 Code of Conduct

Attachment 4.4

4.5 Consultant's Report : Revenue Generating Workshop

Attachment 4.5

## 5. Private and Confidential

5.1 Contractual Matters

## 6. New Business

## 7. Other Business

8. Date of Next Meeting: *At the Call of the Chair*

## 9. Adjournment

## OUTSTANDING BUSINESS

1. Discussion with Parking Authority : Revenues/Parking Issues/HECFI Events/Subsidized Admission Ticket to Events Which Includes Reduced Parking



HAMILTON PUBLIC LIBRARY

JUN 20 1952

GOVERNMENT DOCUMENTS

REAR MOUNT

JUN 20 1952

GOVERNMENT DOCUMENTS

A.

## OPERATIONS COMMITTEE FOURTH REPORT

The Operations Committee presents its **FOURTH** Report from its meeting held June 21, 1995 and respectfully recommends approval of the following:

1. Terms of Reference

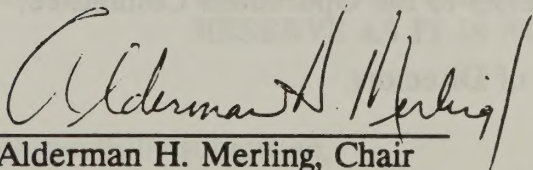
**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS; MARKETING AND SALES; AND FINANCE AND ADMINISTRATION COMMITTEE BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

***RECOMMEND TO THE BOARD THE DISPOSITION OF THE PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING COMMITTEES; and***

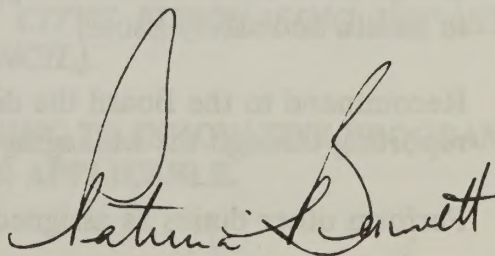
**AMEND, FOR ALL STANDING COMMITTEES, THE CLAUSE RELATING TO SPENDING LIMITATIONS AS FOLLOWS:**

***RECOMMEND TO THE BOARD ALL CAPITAL, OPERATIONAL AND MAINTENANCE EXPENDITURES WITHIN THE LIMITATIONS (WHICH FLUCTUATE IN ACCORDANCE WITH THE ANNUAL INFLATION RATE) ESTABLISHED BY THE CITY'S PURCHASING DEPARTMENT AND APPROVED BY CITY COUNCIL.***

Respectfully submitted,



Alderman H. Merling, Chair  
Operations Committee



Patricia Bennett  
Secretary

pb



## **OPERATIONS**

### **TERMS OF REFERENCE**

1. Receive, review and recommend to the Finance and Administration Committee the annual operating and capital budgets;
2. Recommend to the Board all capital, operational and maintenance expenditures within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
3. Review and recommend for approval all contract documents for tender and all contracts for services;
4. Monitor building and equipment to ensure optimum performance;
5. Monitor operations efficiency and effectiveness;
6. Review and recommend to the HECFI Board all matters pertaining to the provision of food and beverage in HECFI facilities as established by Board policy;
7. Provide a monthly written report to the Board;
8. Review reports provided by senior management regarding occupational health and safety issues and recommend appropriate actions to the Board of Directors relative to health and safety issues;
9. Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Operations Committee;
10. Perform other duties as assigned by Board of Directors.

**June, 1995**



B.

## MARKETING AND SALES COMMITTEE FIRST REPORT

The Marketing and Sales Committee presents its **FIRST** Report from its meeting held June 22, 1995 and respectfully recommends approval of the following:

1. Standing Committee Terms of Reference

**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS; MARKETING AND SALES; AND FINANCE AND ADMINISTRATION COMMITTEES BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

***RECOMMEND TO THE BOARD THE DISPOSITION OF THE PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING COMMITTEES; and***

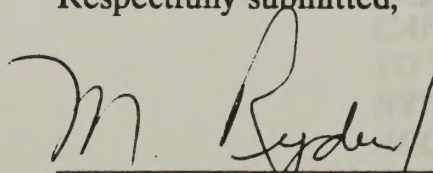
**AMEND THE FOLLOWING CLAUSES IN THE TERMS OF REFERENCE FOR THE MARKETING AND SALES COMMITTEE AS FOLLOWS:**

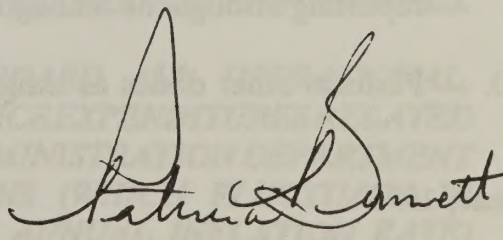
**CLAUSE 3: *RECEIVE, REVIEW AND RECOMMEND TO THE FINANCE AND ADMINISTRATION COMMITTEE THE ANNUAL OPERATING BUDGET.***

**CLAUSE 6: *RECOMMEND TO THE BOARD ALL OPERATIONAL, CAPITAL AND MAINTENANCE EXPENDITURES RELATED TO THE MARKETING AND SALES DEPARTMENT WITHIN THE LIMITATIONS (WHICH FLUCTUATE IN ACCORDANCE WITH THE ANNUAL INFLATION RATE) ESTABLISHED BY THE CITY'S PURCHASING DEPARTMENT AND APPROVED BY CITY COUNCIL.***

**CLAUSE 7: *DELETE THIS CLAUSE PERTAINING TO INNOVATIVE PROGRAMMING RESERVE AS IT IS NO LONGER APPLICABLE.***

Respectfully submitted,

  
\_\_\_\_\_  
Marvin Ryder, Chair

  
\_\_\_\_\_  
Patricia Bennett, Secretary

pl



## **MARKETING & SALES COMMITTEE**

### **TERMS OF REFERENCE**

1.    a)    Receive, review and recommend to the Board the Annual Marketing Plan;  
      b)    The Marketing Plan to include client services and public relations;
2.    Receive, review and recommend to the Board for approval strategic plans for future;
3.    Receive, review and recommend to the Finance and Administration Committee the annual operating budget;
4.    Evaluate and make recommendations regarding community education, social and cultural activities related to performing arts;
5.    Monitor activities and events to assess program balance, number of event days, and results of promotions and co-promotions;
6.    Recommend to the Board all operational, capital and maintenance expenditures related to the Marketing and Sales department within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
7.    Monitor expenditures from the Provision for Promotions account for promotions and co-promotions.
8.    Provide a monthly written report to the Board;
9.    Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Marketing & Sales Committee;
10.   Perform other duties as assigned by Board of Directors.

**June, 1995**



MEMO TO:

H.E.C.F.I. BOARD OF DIRECTORS

FROM:

Mr. G. Macaluso  
Managing Director/CEO

Marvin Ryder, Acting Chair  
Finance and Administration Committee

DATE:

June 22, 1995

SUBJECT:

**TERMS OF REFERENCE :  
FINANCE AND ADMINISTRATION COMMITTEE**

**RECOMMENDATION:**

**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS;  
MARKETING AND SALES; AND FINANCE AND ADMINISTRATION  
COMMITTEES BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

***RECOMMEND TO THE BOARD THE DISPOSITION OF THE  
PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH  
THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING  
COMMITTEES; and***

**AMEND THE FOLLOWING CLAUSES IN THE TERMS OF REFERENCE  
FOR THE FINANCE AND ADMINISTRATION COMMITTEE AS  
FOLLOWS:**

**CLAUSE 1: *OVERSEE THE FINANCIAL AFFAIRS OF THE HAMILTON  
ENTERTAINMENT AND CONVENTION FACILITIES INC.  
AND THE HAMILTON PERFORMING ARTS FOUNDATION  
INC.***

**CLAUSE 3: *RECEIVE, REVIEW AND RECOMMEND TO THE BOARD  
THE ANNUAL 10 YEAR CAPITAL BUDGET PROGRAMMES.***

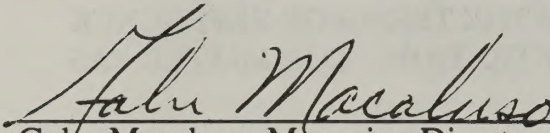
**CLAUSE 6: *RECOMMEND TO THE BOARD ALL OPERATIONAL,  
CAPITAL AND MAINTENANCE EXPENDITURES RELATED  
TO THE FINANCE AND ADMINISTRATION DEPARTMENT  
WITHIN THE LIMITATIONS (WHICH FLUCTUATE IN  
ACCORDANCE WITH THE ANNUAL INFLATION RATE)  
ESTABLISHED BY THE CITY'S PURCHASING  
DEPARTMENT AND APPROVED BY CITY COUNCIL).***

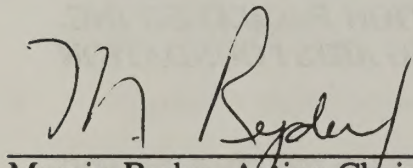


**BACKGROUND:**

- At its Regular meeting held May 26, 1995, the Board directed that the Terms of Reference for its Standing Committees be amended to include the clause respecting employee contracts for Directors;
- A duly constituted meeting of the Finance and Administration Committee did not occur as scheduled and consequently, the foregoing recommendation is being forwarded directly to the Board from an Informal Session of the F&A Committee Members who reviewed management's recommendation to the Committee;
- The foregoing recommendation includes the amendment pertaining to Directors' personnel contracts (as directed by the full Board) as well as *housekeeping* changes to clauses 1, 3, and 6 of the Terms of Reference;
- An amended copy of the Terms of Reference is attached.

Respectfully submitted,

  
Gabe Macaluso, Managing Director/CEO

  
Marvin Ryder, Acting Chair, F&A

pl

## **FINANCE & ADMINISTRATION COMMITTEE**

### **TERMS OF REFERENCE**

1. Oversee the financial affairs of the Hamilton Entertainment and Convention Facilities Inc. and the Hamilton Performing Arts Foundation Inc.;
2. Receive, review and recommend to the Board the annual operating budgets;
3. Receive, review and recommend to the Board the annual 10-year capital budget programmes;
4. Recommend to the Board all financial and administrative policies and personnel matters;
5. Oversee the Box Office/Ticketing Services for all HECFI facilities;
6. Recommend to the Board all operational, capital and maintenance expenditures related to the Finance and Administration department within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
7. Assume responsibility for the efficient management of funds;
8. Provide a monthly written report to the Board;
9. Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Finance & Administration Committee;
10. Perform other duties as assigned by Board of Directors.

**June, 1995**



D.

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso Patricia Bennett  
Managing Director/CEO Legislative Assistant

DATE: June 26, 1995

SUBJECT: **COMMUNITY DINNER : CANADIAN AWARD OF MERIT DINNER  
HONOURING RON FOXCROFT : Wednesday, September 13, 1995**

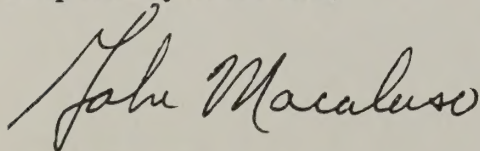
**RECOMMENDATION:**

**THAT H.E.C.F.I. PURCHASE ONE TICKET TO BE ALLOCATED TO THE CHAIRMAN OF THE BOARD OR HER DESIGANTE AT A COST OF \$200. TO THE CANADIAN AWARD OF MERIT DINNER HONOURING RON FOXCROFT, WEDNESDAY, SEPTEMBER 13, 1995 AT THE HAMILTON CONVENTION CENTRE.**

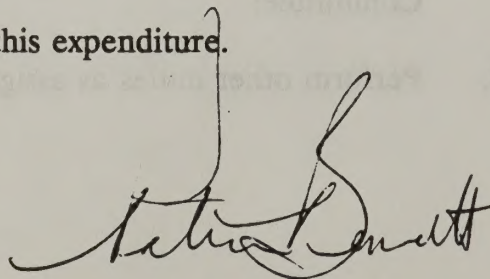
**BACKGROUND:**

- The Award of Merit dinner honouring Ron Foxcroft is being organized by B'Nai Brith and is being held at the Hamilton Convention Centre.
- The Award of Merit dinner is a prestigious event honouring a prominent Hamilton citizen who has, in the past, been closely associated with H.E.C.F.I.
- H.E.C.F.I. has had a long-standing good relationship with B'Nai Brith which utilizes the Convention Centre for its major events. In the past H.E.C.F.I. has purchased tickets to its Sports Celebrity Banquets.
- Funds are available within the budget for this expenditure.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Patricia Bennett  
Legislative Assistant



**AWARD OF  
MERIT**

**WEDNESDAY,  
SEPTEMBER 13, 1995  
HAMILTON  
CONVENTION CENTRE  
CHEDOKE BALLROOM**



**Ron Foxcroft**

**HONORARY CHAIR**

**Ronald Joyce, C.M.**  
*President and C.E.O.  
The TDL Group Ltd.*

**DINNER CO - CHAIRS**

**Don Fell**  
*Chairman & CEO  
Fell-Fab Products*

**William Morris**  
*William Morris  
Law Offices*

151 JOHN STREET SOUTH  
HAMILTON, ONTARIO  
L8N 2C3  
(905) 526-8080 FAX (905) 521-1927



**May 18, 1995**

**Mr. Gabe Macaluso**  
**Copps Coliseum/Hamilton Convention Centre**  
**Hamilton Place**  
**101 York Blvd.**  
**Hamilton, Ontario**  
**L8R 3L4**

**Dear Friend:**

On Wednesday September 13, 1995 our Father, Ron Foxcroft will be honored by B'Nai Brith Canada and will be receiving the prestigious Canadian Award of Merit at a tribute dinner. This honor was last bestowed on a Hamiltonian, William Morris in 1990 when former President Gerald Ford was the guest speaker.

The gala fundraising dinner will be held at the Hamilton Convention Centre and it is shaping up to be a fun evening. We are most pleased to have keynote entertainer Roy Firestone confirmed. With Ron's extensive sports background Roy Firestone (ESPN) is a natural choice. His Las Vegas act, he's even bringing his own piano player, will surely leave us laughing in the aisles. We hope that you will be able to join us on September 13th. Dress will be Business Suit or Black Tie.

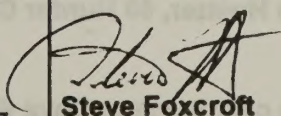
For our out of town guests, we have negotiated the following room rates at the Hamilton Sheraton Hotel. Single or double occupancy \$79.00 CDN or \$89.00 CDN for a room on the Club Level which includes a buffet breakfast. (In US Funds the rates are \$58.50 and \$66.00)

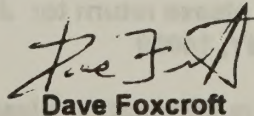
For our golfing friends we are planning to golf earlier in the day leaving plenty of time to prepare for the evening.

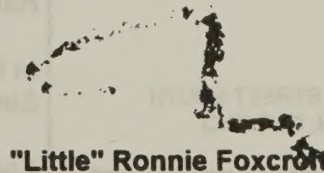
Hamilton, Ontario, Canada is located 45 minutes from Toronto. The best airport to use is Toronto's Pearson International. If you can get to Pittsburgh there is a direct flight to Hamilton on US Air. We will be running a shuttle service from both airports. For baseball fans, the Tigers are at the SkyDome to play the Blue Jays on September 11th. The Rangers are in on the 12th, 13th and 14th.

Please take a moment to fill out the attached sheet.

**Yours Sincerely,**

  
**Steve Foxcroft**

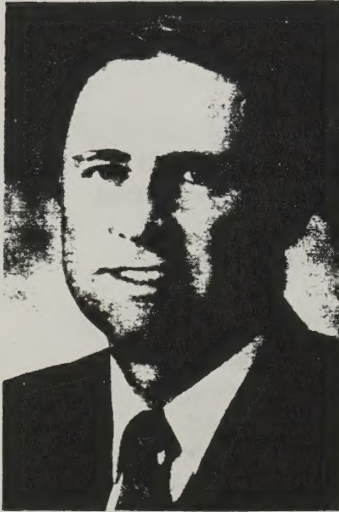
  
**Dave Foxcroft**

  
**"Little" Ronnie Foxcroft**



## AWARD OF MERIT

**WEDNESDAY,  
SEPTEMBER 13, 1995  
HAMILTON  
CONVENTION CENTRE  
CHEDOKE BALLROOM**



**Ron Foxcroft**

### HONORARY CHAIR

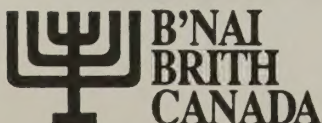
**Ronald Joyce, C.M.**  
President and C.E.O.  
The TDL Group Ltd.

### DINNER CO - CHAIRS

**Don Fell**  
Chairman & CEO  
Fell-Fab Products

**William Morris**  
William Morris  
Law Offices

151 JOHN STREET SOUTH  
HAMILTON, ONTARIO  
L8N 2C3  
(905) 526-8080 FAX (905) 521-1927



\_\_\_\_\_ YES, Please send me \_\_\_\_\_ Ticket(s) at \$200.00 CDN Funds

\_\_\_\_\_ YES, Please send me \_\_\_\_\_ Ticket(s) at \$150.00 US Funds

\_\_\_\_\_ YES, Please send me \_\_\_\_\_ Table-10 Tickets @ \$2000.00 CDN

\_\_\_\_\_ YES, Please send me \_\_\_\_\_ Table-10 Tickets @ \$1500.00 US

\_\_\_\_\_ NO, I cannot attend but would like to make a donation \_\_\_\_\_

\_\_\_\_\_ Please book a room under my name at the Sheraton Hotel

\_\_\_\_\_ Single \_\_\_\_\_ Double

I would prefer the rate of: \$79.00 CDN \_\_\_\_\_ \$58.50 US

\$89.00 CDN \_\_\_\_\_ \$66.00 US

\_\_\_\_\_ YES, I am interested in playing golf on September 13th.

Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

City \_\_\_\_\_

Postal Code/Zip Code \_\_\_\_\_

Phone ( ) \_\_\_\_\_

Fax ( ) \_\_\_\_\_

**Cheque/Check made payable to: B'Nai Brith Canada-Award of Merit**

**Cheque/Check enclosed \_\_\_\_\_ Please send invoice \_\_\_\_\_**

**Note: Ticket price includes all taxes. A Tax Receipt of \$75.00 - \$100.00 will be provided.**

**In Canada please return to: Fox 40 Whistle, 20 Warrington Street,  
Hamilton, Ontario, L8E 3V1.**

**In USA please return to: Jim Huetter, 60 Hunter Court,  
Elma, NY, 14059**

**For more information please call: Steve or Dave Foxcroft  
Toll Free: 1-800-663-6940**

Dear Gabe -

2.

A wee note to  
thank HECFI Board of  
Directors, senior management  
+ staff for the lovely  
arrangement you presented.

It was very kind  
of you to remember  
this special year + I  
appreciated it very  
much.

Sincerely,  
Christine Harbottle  
Director  
General Lallies.





#### HONORARY PATRONS

Dr. Bertram N. Brockhouse  
Nobel Laureate, Physics  
Professor, McMaster University

Dr. John Polanyi  
Nobel Laureate, Chemistry  
Professor, University of Toronto

Dr. Geraldine Kenney-Wallace  
President, McMaster University

Terry Cooke, Chairman  
Regional Municipality of  
Hamilton/Wentworth

Mayor Robert Morrow  
City of Hamilton

Gordon Bullock  
Publisher Emeritus, The Spectator

Dr. Stuart Smith, President  
Phillip Utilities  
Management Corp.

Dr. Keith McIntyre, President  
Mohawk College

Dr. J. Fraser Mustard  
President, Canadian Institute  
for Advanced Research

Stephen Lewis  
Former Canadian Ambassador  
to the United Nations

Honourable Lincoln Alexander  
P.C., C.C., O. Ont., Q.C.  
Former Lieutenant Governor  
of Ontario

John Mayberry  
President and CEO  
Dofasco Inc.

Dr. Terrence White  
President, Brock University

#### BOARD OF DIRECTORS

Ed Domenichetti  
Chairman

Joseph Smith  
Secretary

Frank Caplan  
Treasurer

#### LEGAL COUNSEL

Patrick Chetcuti L.L.B.

April 7th, 1995.

Gabe Macaluso, Managing Director/CEO,  
H.E.C.F.I.,  
1 Summers Lane,  
Hamilton, Ontario. L8P 4Y2

Dear Gabe:

Further to the Evaluation Form submitted to our office subsequent to our rental of the Webster Room on March 27th and 28th, 1995, we are offering this letter in praise of your staff and your facilities.

With this particular function we had the pleasure to deal with Irene Gaudet and, as always, she was an outstanding representative of your organization. In fact, in the past several years, we have been extremely pleased with H.E.C.F.I.: marketing and sales, catering, physical plant, and, especially, the staff.

Sincerely,

Lynda A. Marchese, Executive Assistant,  
International Science and Engineering Fair (Hamilton) 1995.

/lam

encl.

*The Wings of Discovery*





JUN 15 1995

#### HONORARY PATRONS

Dr. Bertram N. Brockhouse  
Nobel Laureate, Physics  
Professor, McMaster University

Dr. John Polanyi  
Nobel Laureate, Chemistry  
Professor, University of Toronto

Dr. Geraldine Kenney-Wallace  
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Stephen Lewis  
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P.C., C.C., O. Ont., Q.C.  
Former Lieutenant Governor  
of Ontario

John Mayberry  
President and CEO  
Dofasco Inc.

Dr. Terrence White  
President, Brock University

#### BOARD OF DIRECTORS

Ed Domenichetti  
Chairman

Joseph Smith  
Secretary

Frank Caplan  
Treasurer

#### LEGAL COUNSEL

Patrick Chetcuti L.L.B.

May 31st, 1995

Gabe Macaluso  
Managing Director/C.E.O.  
H.E.C.F.I.  
1 Summers Lane  
Hamilton, Ontario  
L8P 4Y2

Dear Gabe:

I want to personally thank you for your efforts on behalf of the Board and Host Committee of I.S.E.F.(Hamilton)1995. Our feedback from delegates has been very positive and we were able to demonstrate that Hamilton and its facilities are *world class* and *first class*!!!

I have had input from our committee members who were totally pleased with the support given by all H.E.C.F.I. personnel prior to and during the event. Without the input from people like Karen Dowhan, Irene Gaudet, Sal Farrauto, John Elder, Dave Kelly and Bill Fletcher, this event would not have been possible. They gave advice and responded quickly to any questions or concerns that we had.

You should feel proud that you have assembled such a fine team to represent your facilities.

I wish you continued success and hope that we can work together in the future.

Regards,

Ed Domenichetti, Chairman,  
International Science and Engineering Fair (Hamilton) 1995.

ED/lm

*The Wings of Discovery*



3.

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, May 26, 1995**

**8:00 a.m.**

**Copps Coliseum, Hamilton Room**

**MINUTES**

**PRESENT:**

Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice Chair  
Alderman B. Charters, Second Vice Chair  
Mayor R. Morrow  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mr. F. Deys  
Mr. S. Monzavi  
Mr. J. Nelson

**ALSO PRESENT:**

Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**REGRETS:**

Alderman M. Merling

1. Opening Remarks

Mrs. Dow called the meeting to order at 8:20 a.m.

A. Operations Committee Third Report

**MOVED** by Mr. Ryder, seconded by Mrs. Isbester that

**THE OPERATIONS COMMITTEE THIRD REPORT BE APPROVED AND  
THE FOLLOWING RECOMMENDATIONS ENDORSED:**

Provision of Building Security Services for H.E.C.F.I. Facilities

**THAT THE LOWEST OF NINE (9) TENDERS SUBMITTED BY  
RNR SECURITY SERVICES, HAMILTON, FOR BUILDING  
SECURITY SERVICES AT THE H.E.C.F.I. FACILITIES FOR THE  
TERM COMMENCING 1995 JULY 1 AND ENDING 1997  
DECEMBER 31 BE ACCEPTED; and**

**THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM  
THE OPERATING BUDGET, ACCOUNT NO. HE 84401/84402/84403  
- 56333.**

Hamilton Convention Centre - Replacement of Carpet

**THAT THE TENDER SUBMITTED BY VARTANIAN RUGS LTD.,  
STONE CREEK, FOR THE SUPPLY AND INSTALLATION OF  
6,286 SQUARE YARDS OF CROSLEY, CUSTOM CROSS WEAVE  
(36 OZ.) CARPET COMPLETE WITH AN INTEGRATED BORDER,  
IN THE TOTAL AMOUNT OF \$215,671.27 EXCLUDING GST, BE  
ACCEPTED; and**

**THAT A CONTINGENCY ALLOWANCE OF \$10,000. BE  
ESTABLISHED FOR THIS PROJECT; and**



**THAT THE COST OF THIS PROJECT BE FINANCED FROM THE CAPITAL BUDGET WORK-IN-PROGRESS ACCOUNT NO. CF 520029541015.**

**MOTION CARRIED.**

**B. Community Event : Hamilton Foundation 40th Anniversary**

**MOVED** by Mr. Kay, seconded by Mr. Deys that

**THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE TWO (2) TICKETS AT \$40. EACH TO THE 40TH ANNIVERSARY CELEBRATION OF THE HAMILTON FOUNDATION WEDNESDAY, JUNE 7, 1995.**

**MOTION CARRIED.**

**C. Community Event : Canadian Football Hall of Fame Induction Ceremonies Saturday, June 17, 1995 : Dinner and Dance**

**MOVED** by Alderman Anderson, seconded by Alderman Charters that

**THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE CANADIAN FOOTBALL HALL OF FAME INDUCTION CEREMONIES DINNER AND DANCE JUNE 17, 1995 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$800.**

**MOTION CARRIED.**

**D. Meeting Schedule - July and August**

**MOVED** by Mr. Tidball, seconded by Mr. Kay that

**THE MEETING SCHEDULE FOR THE H.E.C.F.I. BOARD AND STANDING COMMITTEE MEETINGS BE AMENDED TO COMPLY WITH THE CITY OF HAMILTON MEETING SCHEDULE FOR THE MONTHS OF JULY AND AUGUST AS APPROVED BY CITY COUNCIL AT ITS MEETING MAY 9, 1995; and**

**THAT MEETINGS DURING JULY AND AUGUST BE AT THE CALL OF THE BOARD AND COMMITTEE CHAIRMEN, AS REQUIRED.**

**MOTION CARRIED.**

**2. Correspondence**

**MOVED** by Mr. Nelson, seconded by Mr. Monzavi that

**CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.**

**MOTION CARRIED.**

**3. Minutes of Regular Meeting Held April 28, 1995**  
**Summary of Workshop Held May 4, 1995**  
**Minutes of Special Meeting Held May 15, 1995**

**MOVED** by Mr. Kay, seconded by Alderman Anderson that

**THE MINUTES OF REGULAR MEETING HELD APRIL 28, 1995; THE SUMMARY OF WORKSHOP HELD MAY 4, 1995; and MINUTES OF SPECIAL MEETING HELD MAY 15, 1995 BE RECEIVED.**

**MOTION CARRIED.**

**4. Business Arising from the Minutes**

**4.1 Financial Summary for the Four Month Period Ended April 30, 1995**

The Financial Summary for the Four Month Period Ended April 30, 1995 was received.



5. Private and Confidential

**MOVED** by Mr. Kujavsky, seconded by Mrs. Isbester that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 8:25 A.M.**

**MOTION CARRIED.**

**MOVED** by Alderman Charters, seconded by Mr. Deys that

**THE MEETING MOVE OUT OF IN-CAMERA AT 9:05 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

7.1 Time of Board Meetings

Following a brief discussion it was

**MOVED** by Alderman Anderson, seconded by Mr. Kay that

**THE BOARD CONVENE ITS FULL BOARD MEETINGS AT 9:00 A.M.**

**MOTION CARRIED.**

The Board agreed that in order to facilitate meetings starting on time, breakfast would be made available in the meeting room from 8:30 a.m. onwards.

7.2 HCC : Carpeting

The Board approved of the recommended carpet samples to be installed in the Convention Centre which were provided by the Director of Operations and Events Delivery.

8. Date of Next Meeting

*At the Call of the Chair*

9. Adjournment

The meeting adjourned at 9:20 a.m.

TAKEN AS READ AND APPROVED

---

Mrs. Mary Dow, Chair

---

Patricia Bennett, Secretary



4.1



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

# **Financial Summary** **For The Five Month Period Ended May 31, 1995**

**Actual Results**  
**For the Five**  
**Month Period Ended**  
**May 31, 1994**

**Favourable**  
**<Unfavourable>**  
**Budget Variance**

|                    |                              | (1)<br>Budget      | (2)<br>Actual      |                        |
|--------------------|------------------------------|--------------------|--------------------|------------------------|
| \$2,780,561.       | Revenue                      | \$2,969,203.       | \$3,173,436.       | \$204,233.             |
| <u>3,625,521.</u>  | Expenses                     | <u>3,633,694.</u>  | <u>3,690,053.</u>  | <u>&lt;56,359.&gt;</u> |
|                    | Excess of Expenses           |                    |                    |                        |
| <u>\$ 844,960.</u> | Over Revenue From Operations | <u>\$ 664,491.</u> | <u>\$ 516,617.</u> | <u>\$147,874.</u>      |

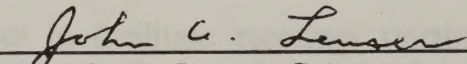
## **Comments:**

HECFI's municipal contribution was under-expended by \$147,874 (see row 3, column 3 above) for the five month period ended May 31, 1995. This represents an increase of \$32,273 in the under-expended amount reported to you last month for the four month period ended April 30, 1995.

The favourable results for the five month period arose primarily from the following three items:

- |       |                                                                                 |                          |
|-------|---------------------------------------------------------------------------------|--------------------------|
| (i)   | a favourable budget variance on shows promoted/co-promoted by HECFI             | \$105,861.               |
| (ii)  | a favourable resolution of a 1994 year-end provision for a contingent liability | 25,767.                  |
| (iii) | below budget spending on advertising and promotion                              | <u>16,401.</u>           |
|       |                                                                                 | <u><b>\$148,029.</b></u> |

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

  
Mr. John A. Leuser, C.A.  
Director of Finance and Administration

1995 June 15



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

|                                                   | (1)                      | (2)                                                                                      | (3)                                                                                    | (4)               | (5)                                              | (6)                                                                                    |
|---------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------|--------------------------------------------------|----------------------------------------------------------------------------------------|
|                                                   | Annual<br>1995<br>Budget | Budgeted<br>Operating<br>Results For<br>The Five<br>Month<br>Period Ended<br>May<br>1995 | Actual<br>Operating<br>Results For<br>The Five<br>Month<br>Period Ended<br>May<br>1995 | Amount            | Favourable/<br>(Unfavourable)<br>Budget Variance | Actual<br>Operating<br>Results For<br>The Five<br>Month<br>Period Ended<br>May<br>1994 |
| <b>REVENUE</b>                                    |                          |                                                                                          |                                                                                        |                   |                                                  |                                                                                        |
| RENTAL, LICENCE FEES AND SHOW REVENUE             | \$1,689,770              | \$930,545                                                                                | \$969,264                                                                              | \$38,719          | 4.2%                                             | \$765,484                                                                              |
| OTHER RENTALS                                     | 507,330                  | 228,341                                                                                  | 218,127                                                                                | (10,214)          | -4.5%                                            | 156,813                                                                                |
| FOOD, BEVERAGE AND CONCESSIONS                    | 1,886,020                | 757,240                                                                                  | 830,797                                                                                | 73,557            | 9.7%                                             | 785,840                                                                                |
| RECOVERIES                                        | 1,489,700                | 750,620                                                                                  | 850,844                                                                                | 100,224           | 13.4%                                            | 747,750                                                                                |
| BOX OFFICE                                        | 337,290                  | 181,630                                                                                  | 168,600                                                                                | (13,030)          | -7.2%                                            | 202,537                                                                                |
| OTHER                                             | 248,370                  | 120,827                                                                                  | 135,804                                                                                | 14,977            | 12.4%                                            | 122,137                                                                                |
| <b>TOTAL REVENUE</b>                              | <b>\$6,158,480</b>       | <b>\$2,969,203</b>                                                                       | <b>\$3,173,436</b>                                                                     | <b>\$204,233</b>  | <b>6.9%</b>                                      | <b>\$2,780,561</b>                                                                     |
| <b>EXPENSES</b>                                   |                          |                                                                                          |                                                                                        |                   |                                                  |                                                                                        |
| OPERATIONS-ADMINISTRATION                         | \$342,940                | \$142,010                                                                                | \$142,798                                                                              | (\$788)           | -0.6%                                            | \$137,344                                                                              |
| FOOD AND BEVERAGE                                 | 1,597,480                | 628,431                                                                                  | 691,843                                                                                | (63,412)          | -10.1%                                           | 680,210                                                                                |
| EVENTS DELIVERY                                   | 2,173,560                | 1,040,099                                                                                | 1,109,961                                                                              | (69,862)          | -6.7%                                            | 924,790                                                                                |
| BUILDING OPERATIONS                               | 1,468,020                | 617,722                                                                                  | 609,681                                                                                | 8,041             | 1.3%                                             | 585,781                                                                                |
| MARKETING AND PROMOTION                           | 1,502,820                | 594,386                                                                                  | 576,444                                                                                | 17,942            | 3.0%                                             | 601,099                                                                                |
| ADMINISTRATION-CEO/BOARD                          | 298,800                  | 122,343                                                                                  | 121,428                                                                                | 915               | 0.7%                                             | 121,610                                                                                |
| PROFESSIONAL FEES                                 | 40,690                   | 15,322                                                                                   | 9,216                                                                                  | 6,106             | 39.9%                                            | 11,865                                                                                 |
| FINANCE AND ADMINISTRATION                        | 642,470                  | 267,528                                                                                  | 231,194                                                                                | 36,334            | 13.6%                                            | 277,593                                                                                |
| BOX OFFICE                                        | 351,670                  | 151,198                                                                                  | 142,833                                                                                | 8,365             | 5.5%                                             | 154,017                                                                                |
| INSURANCE                                         | 131,170                  | 54,655                                                                                   | 54,655                                                                                 | 0                 | 0.0%                                             | 52,002                                                                                 |
| PROVISION FOR CAPITAL REPLACEMENT                 | 0                        | 0                                                                                        | 0                                                                                      | 0                 | 0.0%                                             | 79,210                                                                                 |
| <b>TOTAL EXPENSES</b>                             | <b>\$8,549,620</b>       | <b>\$3,633,694</b>                                                                       | <b>\$3,690,053</b>                                                                     | <b>(\$56,359)</b> | <b>-1.6%</b>                                     | <b>\$3,625,521</b>                                                                     |
| EXCESS OF EXPENSE OVER<br>REVENUE FROM OPERATIONS | \$2,391,140              | \$664,491                                                                                | \$516,617                                                                              | \$147,874         | 22.3%                                            | \$844,960                                                                              |
| CONTRIBUTION FROM THE CITY                        | \$2,391,140              | \$664,491                                                                                | \$664,491                                                                              | \$0               | 0.0%                                             | \$813,743                                                                              |
| <b>UNDER EXPENDED MUNICIPAL CONTRIBUTION</b>      | <b>\$0</b>               | <b>\$0</b>                                                                               | <b>\$147,874</b>                                                                       | <b>\$147,874</b>  | <b>0.0%</b>                                      | <b>(\$31,217)</b>                                                                      |

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



4.2

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso  
Managing Director/CEO

Alderman H. Merling, Chair  
Operations Committee

DATE: June 26, 1995

SUBJECT: **H.E.C.F.I. REPORT : SMOKE-FREE HAMILTON BY  
THE YEAR 2000**

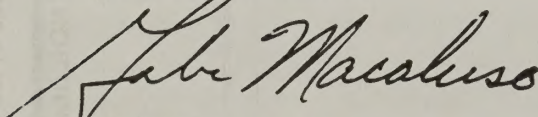
**RECOMMENDATION:**

**THAT MANAGEMENT'S MAY 24TH REPORT REGARDING CITY COUNCIL'S  
RESOLUTION FOR A SMOKE-FREE HAMILTON BY THE YEAR 2000 BE  
RECEIVED BY THE BOARD FOR INFORMATION.**

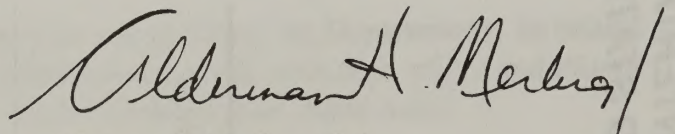
**BACKGROUND:**

- At its meeting held June 21st, the Operations Committee reviewed management's May 24th report outlining the implications of a "Smoke-Free Hamilton" upon H.E.C.F.I. facilities.
- The Committee recommended that once received by the full Board, the report be forwarded to the City Clerk's Department.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Alderman H. Merling, Chair  
Operations Committee

pb





**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

**101 York Boulevard  
Hamilton, Ontario  
L8R 3L4  
Tel. (905) 546-4000  
Fax. (905) 527-6856**

**FOR INFORMATION**

**MEMO TO : OPERATIONS COMMITTEE**

**FROM : Mr. G. Macaluso,  
Managing Director/CEO**

**: Mr. B. Calder, P.Eng.,  
Director of Operations/Events Delivery**

**DATE : 1995 May 24**

**SUBJECT : SMOKE-FREE HAMILTON BY  
THE YEAR 2000 REPORT**

**RECOMMENDATION:**

**THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION  
PURPOSES.**

**BACKGROUND:**

Enclosed please find a report from Dr. Marilyn James, Medical Officer of Health addressed to Mr. Joseph Schatz, City Clerk dated 1995 May 4 which outlines the actions necessary to provide a "Smoke-Free Community" by the year 2000.

This report has been forwarded to HECFI with the request that we assess the impact of such an initiative on our business operations. Three of the fifteen required actions detailed in the report will affect HECFI. Specifically;

1. Item a) all public places, schools and workplaces to be made smoke-free;
2. Item i) the use of brand name advertising and promotion by tobacco companies at City sponsored events, or on City owned or managed properties to be banned;
3. Item j) tobacco products not to be sold or used at any City of Hamilton owned or managed facility or event.

*Copps  
Coliseum*



A specific schedule has not yet been developed for the implementation of the proposed actions other than the ultimate goal of the year 2000.

The impact of these proposed actions are as follows;

1. Loss of display advertising revenue;

Presently, annual net revenues of \$17,600. are obtained through the sale of advertising space at the Coliseum to a tobacco company. This company advertises its corporate entity. Staff at the Department of Public Health Services have confirmed that advertising in this form would not be allowed under the proposed actions.

2. Competitive disadvantage;

Presently, smoking is permitted in designated common and pre-function areas of the Convention Centre. Convention Centre licencees are also allowed to determine whether or not smoking is to be permitted within their licenced space i.e. meeting room.

At the Coliseum, a smoke-free environment has been established for event attendees however, event promoters may request a relaxation of this policy depending upon the nature of their event. Such a request is subject to the approval of the HECFI Board. When smoking is permitted within the Coliseum, it is normally restricted to the rink level exhibition area or portion thereof.

Should the use of tobacco products be completely prohibited within the HECFI facilities, we will be put at a competitive disadvantage when vying for business opportunities. With respect to banquet and convention business, our provincial competitors i.e. Toronto, London, Ottawa, Windsor, allow licencees to determine whether or not smoking is to be permitted at their functions. Should a licencee determine that smoking will not be permitted within their licenced space, lounge and/or restaurant areas located within the facilities are still available to those wishing to smoke. Presently, this same practice is in place within local banquet centres and hotel properties. Therefore, establishing a smoke-free policy at the Convention Centre would certainly set us apart from our competitors. At the Coliseum, licencees are required to request exceptions to the smoke-free policy i.e. Juno Awards, 1996 World Curling Championships. These requests are made to satisfy both personal and business concerns. With respect to the 1996 World Curling Championships, organizers of that event contended that the inability of attendees to smoke within a portion of the rink level "beer garden" area would negatively impact the liquor sales and consequently, effect the profitability of the event.



In summary, it is difficult to quantify in terms of business/revenue lost or forgone, the effect of establishing a smoke-free environment within the HECFI facilities. However, it is safe to assume that such an initiative will have an impact on our business when our competitors are not required to operate under these same constraints.

3. Smoking in the workplace;

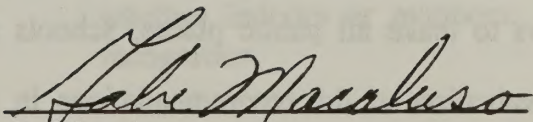
Presently, designated smoking rooms are available to staff and contracted personnel working within the facilities. Implementation of a smoke-free policy would effectively close these areas and cause staff wishing to smoke to do so on the exterior of the building.

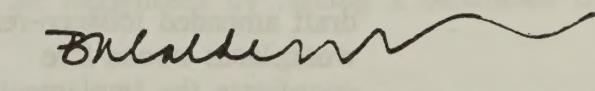
4. Other;

In the past, the act of smoking has occurred as a part of a theatrical performance or because of a performer's habit. Prosecution of such uses of tobacco products under bylaws established to enforce a smoke-free initiative, may cause embarrassment to HECFI within the entertainment industry.

**SUMMARY:**

As detailed above, the actions required to create a smoke-free Hamilton would have an impact on the business operations of HECFI. The impact would include a loss of display advertising revenue as well as the potential for a loss in business at both the Convention Centre and Copps Coliseum.

  
G. Macaluso,  
Managing Director/CEO.

  
B. Calder, P.Eng.  
Director of Operations/Events Delivery.



# DEPARTMENT OF PUBLIC HEALTH SERVICES

## MEMORANDUM

---

**TO:** Mr. Joseph Schatz  
City Clerk  
City of Hamilton

**FROM:** Dr. Marilyn James  
Medical Officer of Health  
Department of Public Health Services

**PHONE:** (905) 546-3502

**SUBJECT:** Smoke-Free Hamilton by the Year 2000 Report

**DATE:** May 4, 1995

---

On Tuesday, August 27th, 1991, the Council of the Corporation of the City of Hamilton passed a resolution endorsing the World Health Organization's (WHO) goal of a smoke-free society by the year 2000. According to the WHO definition, a smoke-free society includes the elimination of second hand smoke as well as the elimination of tobacco products. At its meeting of February 1, 1994, Health and Social Services Committee of the Region of Hamilton-Wentworth directed the Medical Officer of Health, at the request of the City of Hamilton, to prepare a report for review and consideration by the Finance and Administration Committee of the City, which would outline the required actions necessary to provide a "Smoke-Free Community" by the year 2000. An amendment at 11 April 1995 City Council meeting requested that the report be directed to The City of Hamilton, City Clerk for review and subsequent recommendation to the Finance and Administration Committee.

### RECOMMENDATIONS:

- (a) That the City of Hamilton appoint an ad hoc working committee, with representation as outlined in Schedule A, to:
- . draft amended tobacco-related by-laws to make all public places, schools and workplaces smoke-free
  - . coordinate the implementation and evaluation of the recommendations in this report
  - . prepare an annual report by March 1st outlining the progress from the previous year towards fulfilling the recommendations of this report to achieve a "Smoke-Free Hamilton by the Year 2000"; and,



- (b) That the City of Hamilton provide for the suspension or revocation of tobacco retail licenses upon conviction of violation of pertinent legislation regulating tobacco products; and,
- (c) That the City of Hamilton increase the licensing fees to cover the cost of administering and enforcing the tobacco-control by-laws; and,
- (d) That the City of Hamilton request the Federal Government to enact a ban on all tobacco brand name sponsorship or tobacco product advertising; and,
- (e) That the City of Hamilton request the Federal Government to enact legislation to require generic packaging of all tobacco products; and,
- (f) That the City of Hamilton request that the Department of Public Health Services, Regional Municipality of Hamilton-Wentworth, assume responsibility for enforcement of tobacco-related by-laws of the City of Hamilton as well as all community calls regarding tobacco-related by-laws; and,
- (g) That the City of Hamilton, upon request, provide the Hamilton-Wentworth Department of Public Health Services, Regional Municipality of Hamilton-Wentworth, with a listing of current licensed tobacco retailers to ensure effective enforcement; and,
- (h) That the City of Hamilton request the Regional Police to assist with the enforcement of municipal by-laws concerned with smoking in the workplace and in public places; and,
- (i) That the City of Hamilton adopt a policy which bans the use of brand name advertising and promotion by tobacco companies at City sponsored events, or on City owned or managed properties; and,
- (j) That the City of Hamilton ensure that tobacco products are not sold or used at any City of Hamilton owned or managed facility or event; and,
- (k) That the City of Hamilton, through the Human Resources Centre, promote the availability of tobacco cessation support services for employees; and,
- (l) That the City of Hamilton continue to appoint a representative to the Hamilton-Wentworth Council on Smoking and Health; and,
- (m) That the City of Hamilton encourage event coordinators to provide smoke-free occasions, whether indoors or outdoors, that would be recognized by issuing a certificate of recognition.



## FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Region's Department of Public Health Services estimate that 0.5 F.T.E. (approx. \$30,000 p.a.) will be required to administer existing City of Hamilton tobacco-related by-laws as proposed in Recommendation (f). An additional .5 FTE is estimated for the enforcement related to Recommendation (a). A total of 1.0 FTE (approx. \$60,000 p.a.) is estimated for enforcement related to Recommendations (a) and (f). Funding for these additional staff resources would have to be obtained from the existing City of Hamilton tax base, an increase in licensing fees as proposed in Recommendation (c), fine revenues or a combination thereof.

Staff from the Department of Public Health Services will prepare the correspondence for the Federal Government as proposed in Recommendations (d) and (e). Staff will also participate on the ad hoc working committee and coordinate the annual report on the implementation of the recommendations of this report.

Recommendation (a) will probably require a limited time commitment from legal staff to amend existing tobacco-related by-laws. City of Hamilton Law Department may properly prosecute any charges laid under existing or proposed City of Hamilton tobacco legislation, but may also require additional staff resources in order to handle a larger number of prosecutions. However, all additional fine revenue resulting from convictions will be payable to the City of Hamilton.

## BACKGROUND:

This report was developed in consultation with local tobacco use prevention, smoking cessation and tobacco control experts from the Hamilton-Wentworth Council on Smoking and Health.

### Health Implications

#### *What is the problem?*

Twenty-five percent (25%) of Hamilton-Wentworth residents report that they smoke cigarettes daily (1). Each day in Canada, approximately 3000 people over age 15 start smoking (2). Nearly all smokers begin in their teens, with the average age for starting to smoke in Ontario being between 12 and 14 years of age (3).

What are the conditions that lead to this early start? The United States Surgeon General has stated that, "Environmental risk factors for tobacco use include accessibility and availability of tobacco products, perceptions by adolescents that tobacco use is normative, peers' and siblings' use and approval of tobacco use, and lack of parental support and involvement as adolescents face the challenges of growing up" (4).

In addition, the tobacco industry recruits more than 75% of its new smokers (5) from the adolescent market directly by advertising and indirectly by tobacco sponsorship advertisements (4).



The earlier a person begins to smoke the more likely he/she is to develop severe levels of nicotine addiction than those who start at a later date (4). Ontario's Chief Medical Officer of Health has stated, "Smoking is Ontario's most important public health problem. It is responsible for more deaths, and more cancer deaths, than any other health hazard" ... "Protecting our young people from becoming tobacco addicts should be our top priority" (6).

### *Illness and Death*

Smoking remains the leading cause of preventable illness and death in Ontario (7). For example, adolescents who have been smoking moderately for less than two years have detectable signs of chronic disease; such as, changes in blood lipid levels and lung function (8). In adults, 80% of all lung cancer, 30% of all cancers, 30% of all cardiovascular disease and 90% of chronic obstructive lung disease deaths are related to tobacco use (9,10,11).

Further, second-hand smoke, also known as environmental tobacco smoke (ETS), is a major health hazard. Early neonatal deaths and stillbirths are increased 33% in babies of smokers (9). In addition, maternal and paternal smoking can decrease birth weight in infants (9). Children exposed to ETS are at an increased risk for lung irritation (ie wheezing, coughing), increased fluid in the inner ear (ie. an early sign of middle ear disease), a statistically significant reduction in lung function, increased risk for lower respiratory infections (ie. bronchitis, pneumonia), increased frequency and severity of asthma attacks as well as new cases of asthma (9,12). Coughing, phlegm production, chest discomfort and reduced lung function are the effects seen in adults (12).

Most people do not know that in Ontario, "... one in five deaths among adults can be attributed to tobacco use", which accounts for more than 13,000 deaths annually (7). In Canada, the adult smoker dies, on average, 22 years earlier from tobacco use (13). "Experts have estimated that ETS may be responsible for more than 4,000 deaths per year in Canada from heart disease, lung and other cancers in otherwise healthy non-smokers" (14). In addition, smoking is responsible for injuries and death from fires. In Ontario, the Fire Marshall's office reported that in 1992, 1694 fires were attributed to smoking. One hundred and ninety-three people were injured and 16 people lost their lives (15).

Public opinion research has shown that awareness of the foregoing harmful effects of smoking is still low (16).

### *Social Trends*

In response to growing public concern about the health and economic impact of tobacco, communities, workplaces and governments are changing their policies. Changes are evident from the number of municipalities working towards a smoke-free status. Workplaces, public places and eating establishments are going smoke-free either for their own preference, or the preference of their employees or patrons. In Toronto, 85% of workplaces are already smoke-free (17).



## *Societal Attitudes*

Societal attitudes towards restrictions on smoking are changing. A 1994 Addiction Research Foundation survey reports that 90% of Ontarians support banning smoking in the workplace; this includes 85% of smokers. Also, 49% of Ontarians want further restrictions on smoking in public places (see Schedule B for definition of Public Places) (18). Smokers support more restrictions on where you can smoke, citing that restrictions on smoking in public places have caused them to reduce the amount they smoke (19).

## *Workplaces and Business*

The public appears to be supporting the movement among businesses and workplaces to become smoke-free. In a 1992 California survey, smokers and non-smokers reported similar frequency for eating out. In the same survey, over two thirds of the smokers reported that it was not at all important for them to smoke when eating out (20). In California, research on the economic impact to restaurants that are smoke-free due to city-wide ordinances, show no reductions in profits even for communities adjacent to communities without a smoke-free ordinance (21).

A survey of 237 workplaces in Stoney Creek in 1993 revealed that approximately 57 workplaces (24%) were already smoke-free (22). Requests by workplaces to provide smoking cessation support for employees wanting to quit is on the rise. It makes economic sense for workplaces to become smoke-free and support cessation attempts by their smokers. "Cigarette smokers are absent from work approximately 6.5 days more per year than non-smokers" (23). "The cost to employers of workers who smoke is considerable and reflects costs due to work absences, health care claims, benefits not related to health care, and decreased productivity" (23). Insurance companies have raised insurance rates for smokers, "...because smokers are about twice as likely as non-smokers to die at a given age" (23).

In addition, liability claims by employees and patrons are on the rise. In chapter 4 of the Let's Clear the Air Ontario handbook, the authors quoted a statement made by the Ontario Court of Appeal in a case that, "... an employer owes a duty to its employee of providing and maintaining a safe working place...". A safe workplace includes being safe from exposure to ETS, a human carcinogen (18).

## *Government*

"Current legislation in Canada does not reflect the status of tobacco as a dangerous, addictive drug, nor provides the regulatory control over its promotion and distribution as is the case for other substances deemed potentially dangerous to the public's health" (10).

The following table summarizes the current legislation controlling tobacco and smoking at all levels of government. Of all this tobacco-related legislation, whether Federal, Provincial or Municipal, the most stringent applies at the Municipal level.



|            | LEGISLATION                                                                              | DESCRIPTION                                                                                                                                                                                                                                                         |
|------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Federal    | Tobacco Products Control Act<br>Bill C51 (1989)                                          | Bans tobacco advertising and promotion through electronic and print media.<br><br>Requires better health warnings and package inserts.<br><br><i>(Ad ban still being challenged in courts. Manufacturers use loophole to sponsor sporting and cultural events.)</i> |
|            | Non Smokers Health Act<br>Bill C204 (1989)                                               | Bans smoking in Federal workplaces and aircraft.<br><br>Regulates smoking in common carriers.                                                                                                                                                                       |
|            | Tobacco Sales to Young<br>Persons Act<br>Bill C111 (1993)                                | Raises age of purchase to 18 years.<br><br>Prohibits tobacco vending machines in public places, with the exception of bars or taverns.                                                                                                                              |
| Provincial | Smoking in the Workplace Act<br>Bill 194 (1989)                                          | No person will smoke in an enclosed workplace except in a designated area.<br><br>Total space for designated smoking areas at an enclosed workplace will not exceed 25% of total floor area.                                                                        |
|            | Ontario Tobacco Control Act<br>Bill 119                                                  | Reduces smoking by young people.<br><br>Protects Ontarians from second hand smoke.                                                                                                                                                                                  |
| Municipal  | No Smoking in the Workplace<br>By-law #89-370                                            | Protection from environmental tobacco smoke (ETS) in workplaces.                                                                                                                                                                                                    |
|            | Smoking in Public Areas<br>By-law #91-178                                                | Protection from ETS in public places.                                                                                                                                                                                                                               |
|            | Licensing of Retail Stores<br>Selling Tobacco, Cigars or<br>Cigarettes<br>By-law #92-144 | Requires all tobacco vendors to be licensed, no tobacco sales to anyone under age of 18.                                                                                                                                                                            |



In January of 1992, the Minister of Health for Ontario announced the Ontario Tobacco Strategy (24). The following table outlines the goals, objectives and strategy components of the provincial strategy.

| <b>ONTARIO TOBACCO STRATEGY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                    |      |      |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GOALS</b> <ol style="list-style-type: none"> <li>1. Prevent non-smokers from taking up the habit, particularly children and teens.</li> <li>2. Protect the public from second hand smoke.</li> <li>3. Help smokers quit.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                    |      |      |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>OBJECTIVES</b> <table> <tr> <th>1995</th><th>2000</th></tr> <tr> <td> <ol style="list-style-type: none"> <li>1. Make all schools, workplaces and public buildings smoke-free.</li> <li>2. Eliminate tobacco sales to minors.</li> </ol> </td><td> <ol style="list-style-type: none"> <li>1. Reduce tobacco sales by 50% (about 5 percentage points/year in the 1990's)</li> <li>2. Reduce the proportion of 12-19 year olds who smoke to 10%.</li> <li>3. Reduce the proportion of women 20 and over who smoke to 15%.</li> <li>4. Reduce the proportion of men 20+ who smoke to 15%.</li> <li>5. Eliminate smoking among pregnant women.</li> </ol> </td></tr> </table> |                                                                                                                                                                                                                                                                                                                                                                                                    | 1995 | 2000 | <ol style="list-style-type: none"> <li>1. Make all schools, workplaces and public buildings smoke-free.</li> <li>2. Eliminate tobacco sales to minors.</li> </ol> | <ol style="list-style-type: none"> <li>1. Reduce tobacco sales by 50% (about 5 percentage points/year in the 1990's)</li> <li>2. Reduce the proportion of 12-19 year olds who smoke to 10%.</li> <li>3. Reduce the proportion of women 20 and over who smoke to 15%.</li> <li>4. Reduce the proportion of men 20+ who smoke to 15%.</li> <li>5. Eliminate smoking among pregnant women.</li> </ol> |
| 1995                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2000                                                                                                                                                                                                                                                                                                                                                                                               |      |      |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ol style="list-style-type: none"> <li>1. Make all schools, workplaces and public buildings smoke-free.</li> <li>2. Eliminate tobacco sales to minors.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ol style="list-style-type: none"> <li>1. Reduce tobacco sales by 50% (about 5 percentage points/year in the 1990's)</li> <li>2. Reduce the proportion of 12-19 year olds who smoke to 10%.</li> <li>3. Reduce the proportion of women 20 and over who smoke to 15%.</li> <li>4. Reduce the proportion of men 20+ who smoke to 15%.</li> <li>5. Eliminate smoking among pregnant women.</li> </ol> |      |      |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>STRATEGY COMPONENTS</b> <ol style="list-style-type: none"> <li>1. Legislation</li> <li>2. Media Campaign and Public Education</li> <li>3. Community Support</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |      |      |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |

In 1993, the Regional Municipality of Hamilton-Wentworth adopted a set of 14 recommendations developed by the Adhoc Committee on Smoking Policy in Hamilton-Wentworth (HEA-92-118). The recommendations prescribed actions to be taken by the Region that support attaining the goal of a "Smoke-Free 2000".



On November 30, 1994, the Tobacco Control Act (TCA) of Ontario became law. The purpose of the Act is to prevent tobacco use by minors, help smokers to quit and protect the public from the effects of second hand smoke (25). "Under the Tobacco Control Act municipalities are given the right to make by-laws regulating smoking in public places and workplaces and designating public places and workplaces in which smoking is prohibited" (25). The Chief Medical Officer of Health for Ontario stated in a 1994 report that, "This piece of legislation (TCA) will require public support and cooperation to be effective" (6).

The City of Hamilton has demonstrated leadership in this Region through the development of stringent by-laws concerning where people can smoke and controlling tobacco sales to minors.

### **Local Activities**

The Hamilton-Wentworth Council on Smoking and Health (HWCSH) is a local interagency council with more than 25 member agencies including the Lung Association Hamilton-Wentworth, Canadian Cancer Society, Heart & Stroke Foundation of Canada, Non-Smokers Rights Association, School Boards, Hamilton-Wentworth Department of Public Health Services and appointed representatives from the City of Hamilton and Regional Council. The mandate of the HWCSH is the elimination of tobacco products in Hamilton-Wentworth. Their work, as well as that of member agencies, supports the goals and objectives of the Ontario Tobacco Strategy. National Non-Smoking Week and World No-Tobacco Day are two annual events which are strongly promoted by HWCSH and its member agencies. For several years, National Non-Smoking Week has been consistently proclaimed by all the municipalities in Hamilton-Wentworth.

### **Conclusion**

In conclusion, for the City of Hamilton to attain the goal of becoming a Smoke-Free Community by the Year 2000 and continue to be the leader in this movement for the Region of Hamilton-Wentworth, the following actions are required:

1. Legislation is required to ensure that all public places are free of tobacco smoke.
2. A licensing system with suspendible and revokable licenses is required to motivate retailers, who may fear loss of revenue, to comply.
3. An effective licensing system is required to prevent tobacco access by minors.
4. A strong enforcement body is required to ensure compliance by retailers. The Ontario Tobacco Control Act has legislated the role of enforcement to public health inspectors. The Department of Public Health Services has had all public health inspectors designated as Tobacco Enforcement Officers under the Tobacco Control Act in order to provide the



most cost-effective region-wide coverage under this legislation.

5. Tobacco brand sponsorship, an effective marketing strategy which influences tobacco use by youth, should be eliminated.
6. A monitoring mechanism is required to ensure that the goal of a Smoke-Free 2000 is attained.

Prepared by:

Zsuzsi Trim, Sandra Francis, Grant Corbett, Tobacco Use Prevention Program  
Helen Hale Tomasik, Healthy Lifestyles Branch  
Bill Hunter, Environmental Health Branch



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## Recommended Membership for AdHoc Working Committee to Coordinate the Implementation and Evaluation of the Recommendations for a Smoke-Free 2000

---

Representative(s) from:

- City of Hamilton Council
- City of Hamilton Clerk's Department
- City of Hamilton Legal Department
- Hamilton-Wentworth Council on Smoking and Health
- Hamilton-Wentworth Department of Public Health Services, Environmental Health Branch
- Hamilton-Wentworth Department of Public Health Services, Tobacco Use Prevention Program
- Chamber of Commerce
- District Labour Council
- Economic Development
- General Public
- Ontario Restaurant Association
- Region of Hamilton-Wentworth Police Services
- Small Business Association
- Tourism and Convention Association



**SAMPLE DEFINITION:****Public Places**

"Public places" includes the whole or any part of a building, structure or passenger conveyance to which clients, customers, patients, students or other members of the public have access as of right or by invitation, express or implied, and includes, without limiting the generality of the foregoing, reception areas, lobbies, elevators, escalators, stairwells, common areas, corridors and lobbies of commercial establishments, apartment buildings, theatres, hotels, office buildings and offices, places of public assembly, personal service assembly, personal service establishments, restaurants, licensed premises, retail stores, shopping malls, (including food sales and consumption areas), health care facilities, day nurseries and child care facilities, educational institutions, banks and financial institutions, laundromats, bus shelters, bus or railroad stations, washrooms, video arcades, public or school transit vehicles and taxicabs, municipal buildings, municipal vehicles or other municipally owned facility

4.3

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Alderman H. Merling, Chair  
Managing Director/CEO Operations Committee

DATE: June 26, 1995

SUBJECT: COMMONWEALTH SQUARE :  
SECURITY CAMERA SURVEILLANCE

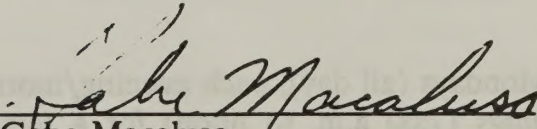
**RECOMMENDATION:**

**THAT MANAGEMENT'S MAY 30TH REPORT OUTLINING H.E.C.F.I.'S INVOLVEMENT IN SURVEILLANCE ON COMMONWEALTH SQUARE BE RECEIVED AS INFORMATION.**

**BACKGROUND:**

- At its June 21st meeting the Operations Committee received management's May 30th report outlining H.E.C.F.I.'s participation in future video surveillance of Commonwealth Square.
- In keeping with H.E.C.F.I.'s policy to seek approval by City Council of all structure and/or exterior changes to its facilities, the Committee directed management to forward its report to the City's Finance and Administration Committee once received by the H.E.C.F.I. Board of Directors.

Respectfully submitted,

  
Gabe Macaluso  
Managing Director/CEO

---

Alderman H. Merling, Chair  
Operations Committee





**Hamilton  
Entertainment  
and Convention  
Facilities Inc.**

**101 York Boulevard  
Hamilton, Ontario  
L8R 3L4  
Tel. (905) 546-4000  
Fax. (905) 527-6856**

**FOR INFORMATION**

**MEMO TO : OPERATIONS COMMITTEE**

**FROM : Mr. G. Macaluso,  
Managing Director/CEO**

**: Mr. B. Calder, P.Eng.,  
Director of Operations/Events Delivery**

**DATE : 1995 May 30**

**SUBJECT : COMMONWEALTH SQUARE ~ Security  
Camera Surveillance**

**RECOMMENDATION:**

**THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION  
PURPOSES.**

**BACKGROUND:**

As previously reported to the Operations Committee on 1995 May 17, the Art Gallery of Hamilton has requested that HECFI consider monitoring security surveillance cameras to be installed by the Gallery to cover the Commonwealth Square and sculpture court. Attached please find letter dated 1995 May 11 from Mr. Ted Pietrzak, Executive Director of the Art Gallery of Hamilton.

The details of this request are as follows;

- 1) Monitoring will be required by HECFI on Mondays (all day), each evening/morning (9:00 p.m. to 7:00 a.m.) and Sunday mornings (7:00 a.m. to noon) for a total of approximately 84 hours weekly.
- 2) Four cameras will be installed, three of which would be mounted on Hamilton Place and the Convention Centre.

*Copps  
Coliseum*

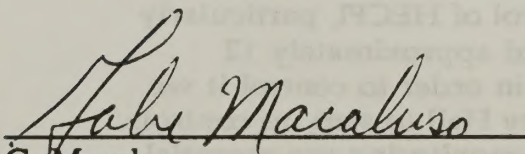


- 3) The Art Gallery will absolve HECFI of any and all responsibility/liability relating to or resulting from our surveillance of the area in question.
- 4) HECFI will not be required to pay for any cost relating to the installation.

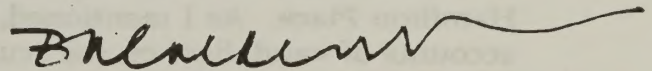
Presently, HECFI employs security personnel at both the Convention Centre and Hamilton Place on a 24 hour basis. A camera surveillance system supplements coverage at the Convention Centre. This system utilizes twenty cameras located throughout the facility that are connected to twenty video screens situated in the security office. At Hamilton Place, a twelve camera surveillance system is planned to be installed this summer. This system will provide coverage of the box office, backstage, loading dock, main entrance and lobby areas.

When Hamilton Place is added to our camera surveillance system, one 28 inch, 16 screen monitor complete with video recorder will be installed. Hamilton Place will require 12 of the 16 screens, which will leave four screens available to the Art Gallery.

The workload on our security personnel would not increase as a result of them monitoring the four Commonwealth Square cameras. HECFI would also be absolved of any responsibility/liability should any damage occur in this area while it is being monitored by our staff. The City Law Department has suggested that HECFI enter into a written agreement with the Art Gallery; attached please find note from Mr. L. Farr dated 1995 June 1 documenting the advice of our solicitors.

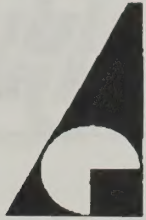


G. Macaluso,  
Managing Director/CEO.



B. Calder, P.Eng.  
Director of Operations/Events Delivery.





ART GALLERY OF HAMILTON

MAY 15 1995

May 11, 1995

Mr. Gabe Macaluso  
Managing Director & Chief Executive Officer  
HECFI  
100 York Boulevard  
Hamilton, On

Dear Gabe

Thank you for all you have done with respect to arranging for the gallery to be part of the excitement surrounding the **Moscow Ballet** performance in December. I had a very good meeting with Chris and we have ordered approximately 520 tickets. A good meeting with Debra Vivian also took place regarding ways in which we can promote the event. We will continue to have meetings with Debra and others.

HECFI and the Art Gallery of Hamilton have had a very positive relationship over the past number of years. I believe that the good communication and cooperation is indicative of the need for the community to rely on new partnerships and work together. I would like to ask your support in what appears to be a very urgent situation involving some of the finest art in the City.

Further to our discussion regarding the security problems on Commonwealth Square, we wish to mount television cameras on the roof of a number of buildings under the control of HECFI, particularly Hamilton Place. As I mentioned, we have had approximately 12 accounts of vandalism on the sculptures and in order to control it we have contacted the Police Department and City Hall to step up controls. But, we also feel that television cameras and monitoring are essential. We would like HECFI to consider monitoring the cameras at the times that the gallery is not staffed. This would be principally part of Sunday, ~ all of Monday and each late evening until early morning. (A detailed list is attached). The gallery would bear the costs of mounting the cameras and provide all wiring.

We hope that your 24 hour guards could keep an eye on the site as your existing monitoring switches from location to location. Should your Security Officers see any vandalism occurring we hope that they could call the Police Department immediately and inform them.

123 King Street West,  
Hamilton, Ontario.  
Canada L8P 4S8  
Tel: (905) 527-6000  
Fax: (905) 577-6940



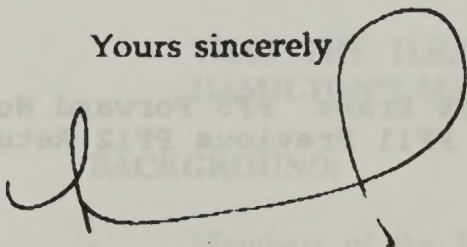
Page 2

As I indicated to you, neither HECFI, your Security Staff or anyone associated with the City would be responsible or held liable should any damage occur while the Sculpture area is being monitored by yourselves. The liability and the responsibility for safety of the sculptures continues to be solely that of the Art Gallery of Hamilton.

I would be pleased to discuss this issue with your Board of Management and others on your staff to clarify any questions.

I look forward to hearing from you in the near future.

Yours sincerely



Ted Pietrzak  
Executive Director

ART GALLERY  
OF HAMILTON

123 King Street West.

Hamilton, Ontario.

Canada L8P 5S8

Tel: (905) 527-6610

Fax: (905) 577-6940



## VIEW THE NOTE

E01

From: LFARR --ELROND

Date and time

06/01/95 16:29:44

Date: 1-JUN-1995 16:29:44 EST

From: LFARR

To: BCALDER --COHAM

cc: pbarkwel--coham

Subject: Re: Request from Art Gallery for HECFI to monitor security cameras

In reponse to your prof, to protect HECFI the Law Dept would suggest that HECFI enter into a written agreement with the Art Gallery setting out the terms and absolving HECFI from any liability. The Gallery may in law give up any claim against HECFI arising out of this agreement. We would suggest that your contact at the Gallery obtain a resolution of the Gallery Board agreeing to this before any written contract is drafted and the service is provided.

E N D O F N O T E

PF1 Alternate PFs PF2 File NOTE PF3 Keep PF4 Erase PF5 Forward Note  
PF6 Reply PF7 Resend PF8 Print PF9 Help PF10 Next PF11 Previous PF12 Return  
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From: LFARR

To: BCALDER --COHAM

cc: pbarkwel--coham



4.4

MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso Managing Director/CEO Marvin Ryder, Acting Chair Finance and Administration Committee

DATE: June 22, 1995

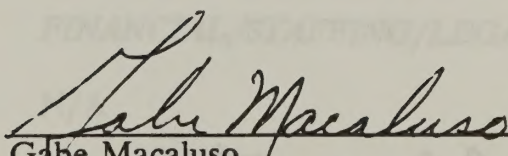
SUBJECT: **CODE OF CONDUCT**

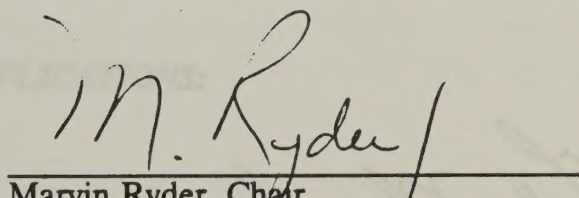
**RECOMMENDATION:**

**THAT THE H.E.C.F.I. BOARD OF DIRECTORS RECEIVE THE CITY OF HAMILTON'S MAY 1, 1995 REPORT FOR INFORMATION.**

**BACKGROUND:**

- Members of the Finance and Administration Committee reviewed the City of Hamilton's May 11th report which included a copy of the Code of Conduct adopted by City Council May 30, 1995.
- While it is understood that H.E.C.F.I. adheres to policies and procedures of the City of Hamilton, management, upon the advice of the Commissioner of Human Resources, has amended the document to reflect H.E.C.F.I. as a separate entity (which will eliminate any confusion which may exist on the part of H.E.C.F.I. employees in clarifying that their immediate employer is H.E.C.F.I.).

  
Gabe Macaluso  
Managing Director/CEO

  
Marvin Ryder, Chair  
Finance and Administration Committee

ps





Hamilton  
Entertainment  
and Convention  
Facilities Inc.

**FOR INFORMATION**

**MEMO TO: FINANCE AND ADMINISTRATION COMMITTEE**

**FROM:** Mr. G. Macaluso  
Managing Director/CEO

Mr. J. A. Leuser, C.A.  
Director of Finance and Administration

**DATE:** 1995 May 31

**SUBJECT: CODE OF CONDUCT**

**RECOMMENDATION**

**THAT THE CITY OF HAMILTON'S CODE OF CONDUCT POLICY (APPENDIX A) BE RECEIVED AND CIRCULATED TO THE BOARD FOR INFORMATION.**

**BACKGROUND**

On May 30, 1995, City Council approved a new Code of Conduct policy (Appendix A) for employees to follow. A copy of the applicable background City report is attached.

Management is submitting this policy to the Committee for information since in accordance with HECFI's legislation employees of HECFI are required to adhere to the same policies, practices and procedures of the City, unless otherwise authorized by City Council.

Mr. Gabe Macaluso  
Managing Director/C.E.O.

Mr. John A. Leuser, C.A.  
Director of Finance and Administration

:he

**Copps  
Coliseum**

## **CITY OF HAMILTON**

### **- RECOMMENDATION -**

**DATE:** 1995 May 11

**REPORT TO:** Susan K. Reeder, Secretary  
Finance and Administration Committee

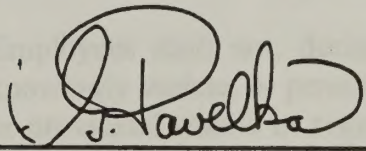
**FROM:** Joseph Pavelka  
Chief Administrative Officer

John Johnston  
Commissioner of Human Resources

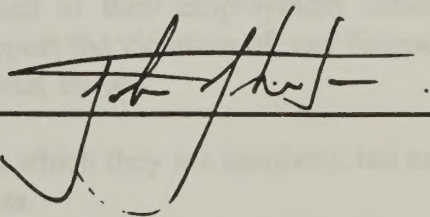
**SUBJECT:** CODE OF CONDUCT (C-019-095)

#### **RECOMMENDATION:**

That the attached Code of Conduct (Appendix A) be adopted by City Council and communicated to all employees.

  
\_\_\_\_\_

JJ/mb  
Attach.

  
\_\_\_\_\_

#### **FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

N/A

#### **BACKGROUND:**

A number of recent incidents involving both City of Hamilton and Regional employees has led to a review of the Policy on Conflict of Interest (attached as Appendix B). This review has determined that the current policy is too restrictive in its scope and does not address the broader ethical standards which we expect our employees to meet. The new Code of Conduct sets out, in broad terms, the expectation of the City and provides, for employees,



a benchmark against which to measure their actions.

The Code of Conduct has been reviewed by senior managers. The majority of the feedback was positive, however, some concerns were expressed about the lack of specifics within the document. The Code of Conduct is not intended to address specific circumstances but rather to create a broad framework of ethics within which judgements can be made by employees, managers, and Members of Council.

This Code of Conduct will be supported by a management procedure which will detail how an employee, who believes the Code has been violated, may bring their concerns forward. This process, sometimes termed "whistleblowing", has been reviewed with the Civic Unions.

## CODE OF CONDUCT

The Hamilton Entertainment and Convention Facilities Inc. (HECFI) expects every employee to conduct themselves with the highest degree of personal integrity and ethics. No employee should place themselves, or permit themselves to be placed, in a position which would constitute a conflict of interest or breach of trust. Because HECFI is a municipal corporation, charged with the management of public funds and programs, employees must avoid not only actual conflicts of interest and breaches of trust, but even the appearance of a conflict or breach of trust.

Employees are personally responsible to insure that they do not place themselves in a conflict of interest or breach of trust. As soon as such circumstance arises, or has the potential for arising, the employee must disclose the circumstances to their supervisor. In most cases, prompt and early disclosure will permit the problem to be resolved.

Employees must be aware that permitting themselves to be in a conflict of interest, or breach of trust position, or failure to disclose circumstances with the potential for conflict of interest or breach of trust, will be dealt with seriously by HECFI. This includes the imposition of discipline on the employee, up to, and including, termination of the employee.

Conflicts of interest, and breaches of trust, may take many forms. It is impossible to list them all. What follows is a list of some of the more obvious examples:

Employees shall not, during the course of their conduct of their employment duties knowingly violate, or permit the violation of, or fail to report the violation of, any federal or provincial statute or regulation, or any City or Regional by-law.

Employees shall not, personally or through companies in which they are involved, bid on HECFI/City contracts for the supply of goods or services.

Employees shall not, personally or through companies in which they are involved, work on HECFI/City contracts, for the supply of goods and services, other than in their capacity with HECFI.

Employees shall not, approve any license, permit, contract, agreement or other document on behalf of HECFI, for any business in which they are personally involved, or in which their spouse (including common law and same sex), or any relative (including child, parent, foster or adopted parent, grandparent, grandchild, brother or sister, son-in-law, daughter-in-law, brother-in-law or sister-in-law) is involved.



Employees shall not, accept any gift, benefit, money, discount, favours or other assistance, from any business which has a contract with HECFI to supply goods or services, unless the gift, benefit, money, discount, favour or assistance is one which, due to the nature of the business, is available to all members of the public.

Employees shall not, accept any gift, benefit, money, discount, favours or other assistance, from any business which requires from HECFI any license, permit, contract, agreement or other approval in the conduct of its business, unless the gift, benefit, money, discount, favour or assistance is one which, due to the nature of the business, is available to all members of the public.

In accordance with existing HECFI/City Policies, this does not prohibit employees from receiving promotional "gifts" or "benefits" of nominal value. It is recognized that in the ordinary course of business a company may distribute gifts of nominal value for promotional purposes (for example coffee mugs with the company logo, or letter openers with the product name on them). It is also recognized that in the ordinary course of business dealing with suppliers or contractors it may be appropriate for them to pay for an employee's lunch. Receipt of such a "gift" or "benefit" in the course of business will not be considered to be a breach of these rules.

Employees shall not, personally make any decision to hire, or engage, any spouse or relative for any employment with HECFI whether temporary, full-time, part-time or seasonal.

Employees shall not, influence or attempt to influence, any other HECFI/City employee to hire, or engage, any spouse or relative for any employment with HECFI/City whether temporary, full-time, part-time or seasonal.

Employees shall not, permit themselves to be placed in supervision over another HECFI employee who is a spouse or relative, without disclosing the nature of the relationship to their supervisor.

Employees shall not, engage in any behaviour or conduct which may be seen to be an attempt to gain, through their position as a HECFI employee, or through their knowledge or contacts gained as a HECFI employee, any personal advantage, advancement, favour, influence, benefit, discount or other interest, for themselves, their spouses, their relatives or friends.

Employees shall not, engage in any conduct or business practice which might bring the reputation of HECFI and the Corporation of the City of Hamilton into ill-repute or damage or diminish the reputation of HECFI and the Corporation of the City of Hamilton in the eyes of members of the community.

Employees shall not disclose confidential information concerning the property, government, or affairs of the Corporation or use such information to advance his/her interests or the interests of a spouse or relative.



***No employee disclosing confidential information concerning the property, government, or affairs of HECFI and the City shall be in contravention of this Policy if that disclosure concerns wrongdoing on the part of HECFI and the City, its Board and Council Members, officers, employees, agents, or contractors, and can be shown to have been in the public interest.***

***Employees who have reason to believe this Code of Conduct has been breached are encouraged to bring their concerns to the attention of the Managing Director/Chief Executive Officer. No adverse action shall be taken against any employee, who, acting in good faith brings forward such information.***

Caution is always the best guide to behaviour in this area. Employees are encouraged to discuss any circumstance about which they have the least doubts with their supervisor or department head.





# Human Resources Centre

## POLICY ON CONFLICT OF INTEREST FOR EMPLOYEES OF THE CORPORATION OF THE CITY OF HAMILTON

### 1. Business with The Corporation

#### Policy -

An employee of The Corporation shall not have direct or indirect interest in a company or own a company which sells goods or services to The Corporation.

#### Administration -

Employees owning a business or having direct or indirect interest in such a business, shall declare such interest to the "Personnel Committee" in writing, and shall refrain from selling or tendering these goods or services to The Corporation or shall resign from the employ of The Corporation. Failure to do so may be cause for dismissal.

### 2. Business Interfering with the work of the Employee

#### Policy -

An employee shall not conduct a business or have direct or indirect interest in a business or to do work which is subject to his or any other City or Regional employees' approval. This does not include work done by himself on the property where he resides.

#### Administration -

Where circumstances make it impractical to adhere to this policy, the matter shall be brought to the attention of the Department Head for approval and in the case of a Department Head to the attention of the "Personnel Committee" for approval. Failure to observe the policy may be cause for dismissal.

### 3. Business Gifts and Hospitality

#### Policy -

While it is recognized that business gifts or hospitality are in most instances simply an expression of cordial relationships between individuals who come in contact with one another in the course of carrying out their duties for their respective employers, acceptance of such gifts or hospitality even without improper motives, can place the recipient in a compromising situation.

It is contrary to the policy of The Corporation to give or receive business gifts or hospitality of other than nominal or token values.



#### Administration -

Employees who are confronted with an offer of a business gift or hospitality which exceeds nominal value are expected to refuse such an offer as tactfully as possible by advising the donor of Corporation policy on such matters.

Where unusual circumstances make it impractical to adhere rigidly to this policy, the matter should be referred to the employee's immediate supervisor who should consult with the appropriate Department Head and Department Heads who should consult with the "Personnel Committee".

Failure to observe this policy shall be cause for disciplinary action, or may be cause for dismissal.

#### 4. Purchase and Lease of Real Property from The Corporation

##### Policy -

An employee of The Corporation shall not directly or indirectly purchase or lease real property from The Corporation nor shall an employee have any direct or indirect interest in a company which purchases or leases property from the City.

The only exception to the above policy are instances where an employee is granted accommodation by The Corporation as part of his employment, i.e., a Parks employee who occupies a house at a specific site and is there conveniently for maintenance and security purposes.

##### Administration -

Where circumstances make it impractical to adhere to this policy or where by law this policy cannot be adhered to, the matter shall be brought to the attention of the Department and the "Personnel Committee" for approval.

Failure to observe this policy shall be cause for disciplinary action, or may be cause for dismissal.

That Department Heads advise all of their employees of this policy and that a copy of the policy be made available to each employee.



4.5  
MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Managing Director/CEO Marvin Ryder, Chair Marketing and Sales Committee

DATE: June 26, 1995

SUBJECT: CONSULTANT'S REPORT :  
REVENUE GENERATING WORKSHOP

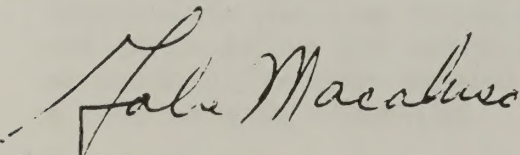
**RECOMMENDATION:**

THAT THE PLANNING SESSION REPORT PREPARED BY MR. REG WATTS, THE STRATQUEST GROUP, WHICH DOCUMENTS THE DISCUSSION HELD AT THE H.E.C.F.I. REVENUE GENERAGING WORKSHOP HELD MARCH 27, 1995 BE RECEIVED FOR INFORMATION.

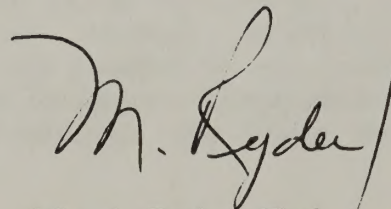
**BACKGROUND:**

- The consultant's report was received by the Marketing and Sales Committee at its meeting held Thursday, June 22, 1995. The Committee directed that the report be forwarded to the full Board for its information.
- Consensus at the Committee was that each of the ideas/proposals identified in the report would be examined by management and staff and be subsequently submitted to the Marketing and Sales Committee for its review.
- Management were directed to initially review the following two issues and to present reports to the September committee meeting:
  - (i) partnering with the private sector for the food and beverage component of the Convention Centre; and
  - (ii) commercial versus subsidized rental rates at Hamilton Place.Time permitting, management will also examine "theme" event(s) or week(s) in time for the September meeting.

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO



Marvin Ryder, Chair  
Marketing and Sales Committee

pd

## ***PLANNING SESSION REPORT***

for the

**Hamilton Entertainment and Convention  
Facilities Inc. (HECFI)**

27 March 1995

Prepared by:

The StratQuest Group Limited



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## **APPENDICES**

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## 1.0 MEETING OBJECTIVE

The Board and management HECFI is routinely concerned with day-to-day operational issues in their meetings. Because of the need to demonstrate better financial performance, a creative session for Board and management was planned. The concept was that a facilitated brainstorming session outside of the business meeting context would allow all parties to freely expound on matters of content, programming and operations. The planned outcome was to develop a better sense of what might be possible in revenue generation.

### Organizational Goal:

Reduce the HECFI subsidy over a number of years.

### The Challenge:

What can be done to cost-effectively increase HECFI revenues?

### Meeting Objective:

To develop profit enhancement ideas with the contribution of all participants.



## **2.0 GENERAL SITUATION ANALYSIS**

- Facilities develop between \$50 million and \$140 million spin-off business for Hamilton, yet require a subsidy of \$2.7 million.
- HECFI does not share in city parking revenue generated from events at its facilities.
- Operates under City labour rules and social contract - can't use competitive employee incentives like "pay-for-performance".
- Prohibited from competing against local business at the Convention Centre. Required to provide preferential rates and schedules to local arts groups and other non-profit organizations.
- Organizational restructuring has been completed at the Convention Centre. Further cost reductions are not available without service reduction.
- High service level is demanded by the public.
- Mutual missions of HECFI and two other municipal levels promoting Hamilton are not rationalized.
- Concert market controlled by two major companies:
  - MCA
  - CPI

## **2.1 General Opportunities**

The obvious opportunities perceived by staff and the executive (pre-session) are:

- Allocate a share of city parking revenue to HECFI.
- Develop a subsidy based on revenue generated for Hamilton.
- Provide capital for promotions/co-promotions of activities.
- Allow competition against local businesses.
- Reduce service levels.
- Strategic market planning shared by city/region/HECFI.
- Remove some labour restrictions especially on "pay-for-performance".

### 3.0 OUTCOME - GENERAL SOLUTIONS

Participants were asked to:

- Brainstorm ideas which would benefit all facilities.
- Select the three ideas each person preferred most.

The facilitator then counted the "votes" to produce the following:

- A list of the seven most popular ideas in order of priority. Some were event concepts, others were marketing ideas.
- An unranked list of concepts and methods.

Participants then took the principal idea and developed it further to produce additional depth on theming and related opportunities, season-by-season.

#### 3.1 Priority Idea List

1. **A theme week** which would be a repeatable, growing, long-life Hamilton event integrated with other community activities, and drawing participants from other markets. It would have the status of an "OctoberFest" or "Calgary Stampede". The most popular theme idea was a Winter Carnival, both indoors and outdoors.
2. **World Sports Championships.** Acquire rights, conduct related events. One example - Boxing.
3. **Marketing.** Reach out to the Golden Horseshoe, Oakville, Burlington and beyond. Develop methods to create the "Hamilton Habit!"
4. **Marketing.** Partnering with other venues across Canada for block bookings. In effect, become a promoter on a small scale.
5. **Programming another facility** - such as Ivor Wynne stadium.
6. **Spin-off revenue from facility events.** Facilities should develop additional revenues from events:
  - Share of parking revenues
  - Closed-circuit television coverage
7. **More National Conferences and Conventions.**



### 3.2 Additional Ideas

The following ideas were discussed briefly and are unranked:

- Form better relationships with tenants, and move toward commercial rental rates.
- Consider privatization of some aspects of facility operations.
- Develop new venues for some existing Hamilton festivals such as "Earthsong".
- In-facility advertising and cross-promotion of all facility events.

| NEEDS:       |                     |
|--------------|---------------------|
| Staff Action | Board Policy Change |
|              | ✓                   |
|              | ✓                   |
| ✓            |                     |
| ✓            |                     |

### 3.3 Development of Theme Week Concept

The group felt that it was important to think through the "Theme Week" concept and it developed a number of options which must be further evaluated:

#### SUMMER

SummerFest

AquaFest

Airshow tie-in

Outdoor classical:

Opera

Shakespeare/Shaw equivalent

Passion Play

Jackson Square tie-in at the Plaza Level

Theme event with Black-Tie dinner/dance (Vera Lynn and end of second World War)

FanFair during Country Music Week (CCMA)

#### FALL

Fall fair

Horse Show

"Sportsman Show" - Red Green!

Safe Halloween - indoor event

Antique show

## **WINTER**

- City WinterFest (Top priority)
- Pre-Christmas - Festival of Trees
- Pet Show
- Comedy Festival
- Jazz Festival

## **SPRING**

- Cabin Fever/Beach Party
- Multi-ethnic Celebration



## 4.0 OUTCOME - INDIVIDUAL FACILITY SOLUTIONS

### 4.1 Convention Centre

#### Priority Idea List:

#### Relative Weight

- |    |                                                   |   |
|----|---------------------------------------------------|---|
| 1. | Compete with private sector for local business:   | 5 |
|    | From 90 → 94, Convention Centre business declines |   |
|    | Local 22% Down                                    |   |
|    | Provincial/National 55% Down                      |   |
| 2. | Mid-range bands, club acts, etc.                  | 3 |
| 3. | Dinner shows.                                     | 3 |
| 4. | Specialty shows (pets, antiques, etc.)            | 1 |

#### Additional Ideas: (Lower priority)

5. Privatize food services.
6. Renaming rooms and facility under corporate identity.
7. Television tapings game shows.
8. Casino.
9. Smaller sports events. (i.e., Boxing)
10. FanFest - Sport.
11. Corporate retreats.
12. Educational events.

#### Key Ideas - Obstacles and Action Plan:

#### 1. Compete with Private Sector for Local Business

Review Council policy, repeal ban, and promote:

- Banquets
- Weddings
- Dinner Theatre
- Meetings
- Award Nights

#### Obstacles:

1. Change Council position by stressing:
  - Improve HCC bottom line/subsidy lowered
  - Downtown redevelopment
  - Homeowners vs. corporate taxpayer
2. Flexible pricing:
  - Quotes
3. Parking costs - a competitive disadvantage.
4. Marketing changes to focus on local business.

Key Ideas - Obstacles and Action Plan:

**2. Band/Club Acts - Factors:**

- Rougher environment
- Drink/smoke (eat? not likely)
- No seating/some tables - pub layout

Obstacles:

Actions

- |    |                                   |                                                       |
|----|-----------------------------------|-------------------------------------------------------|
| 1. | Compatibility with other events   |                                                       |
| 2. | Financial risk:                   | Reduce by co-promotion                                |
| 3. | Image of venue:                   | Getting sponsors<br>Wentworth Hall<br>Studio Theatre? |
| 4. | Damage potential                  |                                                       |
| 5. | Liability potential:              | Bouncer/security                                      |
| 6. | Limited market knowledge          |                                                       |
| 7. | Need to have regularity of events | Brad Parsons                                          |
| 8. | McMaster "John" / Mohawk "Amie"   |                                                       |
| 9. | Staff resources                   |                                                       |

Key Ideas - Obstacles and Action Plan:

**3. Dinner Theatre - Factors:**

- Comedian
- Murder Mystery - Package HCC & HP
- Singer/Play
- Bus tours - HCC only
- 300 - 500 patrons
- Groups

Obstacles:

Actions

- |    |                                              |           |
|----|----------------------------------------------|-----------|
| 1. | Local reaction (infringe on local business?) | Marketing |
| 2. | Limited market knowledge                     | Research  |
| 3. | Financial risk                               |           |
| 4. | Do we have tour/group connections?           |           |
| 5. | Staff resources                              |           |



Key Ideas - Obstacles and Action Plan:

**4. Specialty Shows**

- Pets
- Sports
- Antiques
- Craft
- Franchise
- Flower
- Wine/Cheese
- Mardi Gras
- Computer show

Obstacles:

1. Local reaction - are we competing for local business?
2. Parking
3. Quality of show
4. Staff resources

Action

- Partner with private sector
- Ticket inclusive
- Reputation of partners
- Develop producer capability

## 4.2 Hamilton Place

### Priority Idea List:

1. Concert series.
2. Major tenant leases.
3. Pre and post-event events.
4. Bus tours/seniors/day events.

### Additional Ideas: (Lower priority)

5. Tenant for Studio Theatre.
6. Dramatic theatre.
7. Rename building.
8. Closed circuit television.
9. New "Shaw Festival".
10. Comedy series.
11. Ethnic programming.
12. Live T.V. production.
13. Strengthen corporate alliances and discounts.
14. New tenants from the community (arts incubator).
15. Nashville "North".
16. Local talent showcase.
17. Lecture tours.
18. Anniversary concert.

### Key Ideas - Obstacles and Action Plan:

| 1. | <u>Concert Series</u> | <u>Action</u>                 |
|----|-----------------------|-------------------------------|
|    | ➤ Tom Jones, etc.     | } Develop a subscription base |
|    | ➤ Country music       |                               |
|    | ➤ Rock                |                               |
|    | ➤ Comedy              |                               |
|    | ➤ Theatre             |                               |
|    | ➤ Dance               |                               |

### Obstacles:

1. U.S. exchange rate on performer contracts (adds 40%).
2. Promoters look for 1,000 seats/66% (breakeven = 90% house) (eg. Tom Jones). We need 1,700 to breakeven, larger risk than promoter takes.
3. Need advance information of potential shows/tours. (Brad Parsons to help).
4. Time conflicts for booking with major tenants - who are not paying commercial rates.
5. IATSE costs and guarantees.
6. Promoters do not want to discount to bus tours.



**Key Ideas - Obstacles and Action Plan:**

**2. Major Tenant Leases**

**Obstacles:**

1. Conflict with commercial rate bookings
2. Lacking space in prime times
3. Not paying commercial rate - continuous subsidization
4. Lack of political will to shift tenants

**Action**

Negotiate lock on prime time  
Free up a month in winter  
Tenants pay commercial rates  
Business plan

**Key Ideas - Obstacles and Action Plan:**

**3. Pre and Post Events (Cocktail, Dinner, etc.)**

**Obstacles:**

1. Competing with private sector
2. Lack of political will
3. Can't be publicized

**Action**

Business plan  
Business plan  
Target marketing to corporations

**Key Ideas - Obstacles and Action Plan:**

**4. Bus Tours/Seniors (Day events)**

**Obstacles:**

1. Bus groups - lead time - 6-7 months out in order to scoop other communities
2. Bus tours demand discounts
3. Promoters won't discount

**Action**

None planned

### 4.3 Copps Coliseum

#### Priority Idea List:

1. Major sports tenant: Long term: NHL, INL, etc.
2. CPI contract: Negotiate an equitable deal for both parties
3. Deal making: Become creative and flexible by "Creative Deal Making":
  - Capping expenses
  - Sharing the risks below an amount
  - Sharing profit above a certain amount

#### Additional Idea List:

##### Entertainment

4. Dance
5. Ethnic concerts
6. Opera
7. "Miss Saigon" type shows
8. Festivals, etc.
9. Big concert series
10. New Year's Eve party
11. Circus/Rodeo

##### Sports

12. NHL franchise
13. Sponsor own sports tournament
14. Special events with participation:
  - Miniaturized events
  - Wall climbing
15. World hockey championship
16. Non-traditional tournaments
17. Multiple sports tenants (La Crosse, Basketball, Soccer)

##### Other

18. Protests/rallies
19. Trade shows:
  - Consumer
  - Trade
20. Merchandising
21. Storefronts on York Street
22. Religious events



## 5.0 SUMMARY - KEY IDEAS

### 5.1 Priority Ideas

Following are the top 12 ideas from the workshop:

- |                                                                                                                                                                                                                                                                                                                            | <u>Facility</u>   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1. <b>A theme week</b> which would be a repeatable, growing, long-life Hamilton event that would integrate with other community activities, and draw from other markets. It would have the status of an "OctoberFest" or "Calgary Stampede". The most popular theme idea was a Winter Carnival, both indoors and outdoors. | General           |
| 2. <b>World Sports Championships.</b> Acquire rights, conduct related events. One example - Boxing.                                                                                                                                                                                                                        |                   |
| 3. <b>Marketing:</b> <ul style="list-style-type: none"><li>➤ Tap the Golden Horseshoe, Oakville, Burlington and beyond. Develop methods to create the "Hamilton Habit!"</li><li>➤ Partnering with other venues across Canada for block bookings. In effect, become a promoter on a small scale.</li></ul>                  |                   |
| 4. Private sector (local business).                                                                                                                                                                                                                                                                                        | Convention Centre |
| 5. Band/Club acts.                                                                                                                                                                                                                                                                                                         |                   |
| 6. Dinner theatre.                                                                                                                                                                                                                                                                                                         |                   |
| 7. Concert series.                                                                                                                                                                                                                                                                                                         | Hamilton Place    |
| 8. Major tenant leases.                                                                                                                                                                                                                                                                                                    |                   |
| 9. Pre and post events (cocktail, dinner, etc.)                                                                                                                                                                                                                                                                            |                   |
| 10. Major tenant: Long term.                                                                                                                                                                                                                                                                                               | Copps Coliseum    |
| 11. CPI contract: Negotiate an equitable deal for both parties.                                                                                                                                                                                                                                                            |                   |
| 12. Deal making: Become creative and flexible.                                                                                                                                                                                                                                                                             |                   |

HECFI now has the resources (under contract) of Mr. Brad Parsons. His input and guidance should lend considerable credibility to the recommendations by the Executive.

The success of the workshop will be dependent on the presentation of appropriate business cases for each idea to the board, and on the political will of the board to implement the ideas.

The entire problem cannot be solved by ingenuity alone. In many cases, municipal policy actually conflicts with goals for HECFI set by the same policy body.

## 5.2 Outcome Achieved

Participants felt that the session would be successful if it proved that there were some creative ways to increase the revenue of HECFI units, or to confirm that there were none. In view of the enthusiastic support and vigorous discussion, it is obvious that the 12 top ideas generated prove that there is something that can be done, and therefore the session was successful.



## 6.0 NEXT PROCESS STEPS

|    |                                                                                        | <u>Who</u> | <u>When</u> |
|----|----------------------------------------------------------------------------------------|------------|-------------|
| 1. | Report.                                                                                | RW         | 5 April/95  |
| 2. | Prepare position papers on major ideas to contain a Business Case and impact analysis. | Staff      | Fall/95     |
| 3. | Idea of the Month: Staff to present to Marketing and Sales Committee.                  | Staff      | Monthly     |
| 4. | Ongoing review of strategic progress.                                                  | Staff      | January/96  |

## APPENDIX 'A'

### FACILITY SITUATION SHEETS

#### OVERVIEW - HAMILTON PLACE

##### Financial History

|                   | <u>1990</u> | <u>1994</u> |
|-------------------|-------------|-------------|
| Revenue           | \$1.5M      | \$1.6M      |
| Municipal subsidy | \$1.6M      | \$1.0M      |

##### Occupancy Factors

Major tenants: HPO, Opera, Bach-Elgar choir, Geritol Follies.  
Must support priority date selections  
HPO, Bach-Elgar choir, Opera are charged non-profit rental rates (\$1,300-\$1,700/event).  
  
Booked 1-2 years out, conflicts with short-notice touring events.

Readily available dates: Summer, or 3 years out. July/August not optimum for bookings.

##### Competition

Territorial rights: Toronto venues sometimes place lockouts on bookings.

Other venues: Toronto (many), Brantford, Kitchener, Theatre Aquarius

##### Other Obstacles

- > Exchange rate: Cannot book expensive US acts
- > Musicals: Can't sustain long runs; expensive, difficult to market and schedule facility.
- > Talent buying: Requires a skilled specialist that may be hard to find and eventually manage.
- > IATSE: High hourly rates, minimum crew calls.

##### Revenue Sources

- > Bar
- > Souvenirs
- > Box office
- > Signage
- > Bookings
- > Promotions/Co-promotions
- > Coat check



## APPENDIX 'A'

### FACILITY SITUATION SHEETS

(Continued)

#### OVERVIEW - HAMILTON CONVENTION CENTRE

##### Financial History

|                   | <u>1990</u> | <u>1994</u> |
|-------------------|-------------|-------------|
| Revenue           | \$4.0M      | \$2.6M      |
| Municipal subsidy | \$0.1M      | \$1.0M      |

##### Occupancy Factors

- 50% - 60% occupancy is local business
- 52,000 square feet

##### Competition

- Local Hotel Meeting rooms
- Local banquet halls (Non-union, own parking)
- Nationally (large corporate meetings) - Major Canadian centres, and Toronto
- Provincial/National (Corporate and association meetings) Toronto, Ottawa, Windsor, London

##### Obstacles

- Provincial/National: Limited local hotel space/split up/cost of convention centre space, special events subsidy fund too small
- Deficient destination image
- Can't solicit local business

##### Revenue Sources (Food and Beverage, Rental)

- Banquets
- Convention
- Trade shows
- Meetings

## APPENDIX 'A'

### FACILITY SITUATION SHEETS

(Continued)

#### OVERVIEW - Copps COLISEUM

##### Financial History

|                   | <u>1990</u> | <u>1994</u> |
|-------------------|-------------|-------------|
| Revenue           | \$2.0M      | \$2.6M      |
| Municipal subsidy | \$0.9M      | \$0.4M      |

##### Occupancy Factors

|               |               |
|---------------|---------------|
| Major tenant: | None          |
| Capacity:     | 17,500-18,500 |

##### Competition

- Numerous major venues within 50 mile radius:
  - Maple Leaf Gardens, SkyDome, CNE Grandstand, Canada's Wonderland, Ontario Place Forum, Buffalo Arena, potential Raptor's Arena.

##### Obstacles

- Supply of arena acts diminishing.
- Increase in outdoor/stadium acts.
- Consumer preference for high quality acts, yet they can't be booked.
- Opposition to NHL in Hamilton.

##### Revenue Sources

- Concessions
- Souvenir sales
- Ice rentals
- Signage
- Space rental:
  - Concerts
  - Special events
  - Wrestling
  - Skating
  - Monster trucks
  - Movie set
  - Hockey
  - Religious gatherings
  - Consumer & industrial trade shows



## **APPENDIX 'B'**

### **PARTICIPANTS**

#### **Board Members:**

Chairperson, Mary Dow  
Alderman Tom Jackson  
Marvin Ryder  
Jasper Kujavsky  
Gene Kay  
Jackie Isbester  
Fred Deys  
Sonny Monzavi  
John Nelson

#### **Staff:**

Gabe Macaluso  
John Leuser  
Brad Calder  
Sal Farrauto  
Pat Bennett

#### **Invitee/Consultant:**

Brad Parsons

#### **Facilitator:**

Reg Watts

## APPENDIX 'C'

### METHOD - AGENDA

#### HECFI REVENUE PLANNING SESSION

##### THE CHALLENGE:

##### WHAT CAN BE DONE TO INCREASE HECFI REVENUES?

- |    |                                                                    |   |      |
|----|--------------------------------------------------------------------|---|------|
| 1. | Introduction by Mary Dow, Chairperson.                             | } |      |
|    |                                                                    | } |      |
| 2. | Facilitator's Directions: Meeting objectives                       | } |      |
|    | Meeting process and rules                                          | } | 1/2  |
|    |                                                                    | } | hour |
| 3. | Overall Situation Analysis:                                        | } |      |
|    |                                                                    | } |      |
|    | ➤ City purchasing policies - We must reduce/eliminate the subsidy. | } |      |
|    | ➤ General background on the facilities - Facilitator.              | } |      |
| 4. | Brainstorming* General Solutions: (All Participants)               | } |      |
|    |                                                                    | } |      |
|    | ➤ What ideas would help generate revenue at all 3 facilities?      | } | 1    |
|    |                                                                    | } | hour |
| 5. | Brainstorming Ideas by Facility: (All Participants)                | } |      |
|    |                                                                    | } |      |
|    | ➤ Hamilton Place, Copps Coliseum, Hamilton Convention Centre       | } |      |

(For steps 4 and 5, the facilitator will record findings on flip chart sheets)

#### DINNER BREAK

- |    |                                                                                      |             |   |      |
|----|--------------------------------------------------------------------------------------|-------------|---|------|
| 6. | Next Steps - in 3 sub-groups, each assigned a facility:                              |             |   |      |
|    | ➤ What facility actions can the Board and staff take to implement the best ideas?    |             |   |      |
|    | • Without approval?                                                                  | Short range | } | 1    |
|    | • That needs approval?                                                               | Long range  | } | hour |
| 7. | Full group - Discuss actions proposed by each working group in a short presentation. |             | } | 1    |
|    |                                                                                      |             | } | hour |
| 8. | Summary Report to be prepared by consultant, post-session.                           |             |   |      |
|    | 1. Brainstorming ideas without evaluation                                            |             |   |      |
|    | 2. Ranking in order of preference                                                    |             |   |      |
|    | 3. Identifying obstacles                                                             |             |   |      |
|    | 4. Identifying solutions to overcoming obstacles (if time available)                 |             |   |      |



HEALTH REVENUE PLANNING SESSION

THE CHALLENGE

WHAT CAN BE DONE TO INCREASE HEALTH REVENUE?

1. Introduction by Mayor Don Chapman
2. Facilitator's Director: Meeting objectives
3. Meeting process and rules
4. Overall Session Analysis

- > City purchasing policies - How much revenue does the city get?
- > General background on the health care industry
- 4. Brainstorming: General Session (all participants)
- > What ideas would help generate revenue in the city?
- 5. Brainstorming ideas by facility (all participants)

Hamilton Place, Cooper Hospital, Hamilton Healthcare Center

(For items 4 and 5 the facilitator will record findings on flip chart)

GROUP BREAK

6. Then Steps - In 2 sub-groups each assigned a facility:
  - > With facility actions can the Board and staff take to implement the best ideas?

7. Sub group - Discuss actions proposed by each working group in a short presentation
  - \* Will need approval
  - \* That needs approval

Summary Report to be prepared by consultant, post-session.

8. Brainstorming ideas without evaluation
9. Ranking in order of importance
10. Identifying obstacles
11. Identifying solutions to overcome obstacles (if time available)

URBAN/MUNICIPAL  
CAY ON HBL V 89  
A35  
1995

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS HAMILTON PUBLIC LIBRARY

Friday, September 29, 1995  
8:30 a.m. *Breakfast*  
9:00 a.m. *Meeting*  
Hamilton Convention Centre  
Room 314

SEP 25 1995

GOVERNMENT DOCUMENTS

ORDER OF BUSINESS

URBAN MUNICIPAL

DECLARATION OF CONFLICT OF INTEREST

OCT 2 1995

1. Opening Remarks

ACTION ITEMS

A. Operations Committee Fifth Report

GOVERNMENT DOCUMENTS

Attachment A

B. Finance and Administration Committee Fourth Report

Attachment B

C. Community Dinner: Jack MacDonald Sesquicentennial Dinner  
& Tribute, January 25, 1996

Attachment C

INFORMATION ITEMS

2. Correspondence

Attachment 2

3. Minutes of Regular Meeting Held June 30, 1995

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Eight Month  
Period Ended August 31, 1995

Attachment 4.1

4.2 Convention Centre Parking for Delegates,  
Clients, Patrons

Attachment 4.2

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: *Friday, October 27, 1995*  
*Location to be Determined*

9. Adjournment

OUTSTANDING BUSINESS



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A

## OPERATIONS COMMITTEE FIFTH REPORT

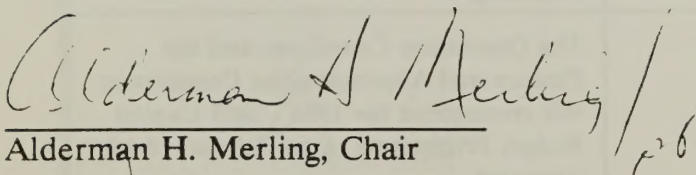
The Operations Committee presents its **FIFTH** Report from its meeting held September 20, 1995 and respectfully requests approval of the following:

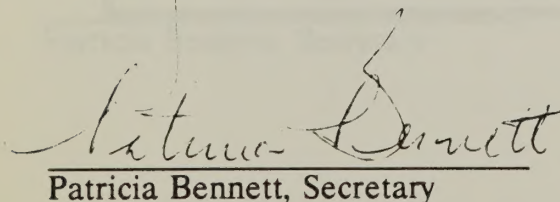
1. Hamilton Convention Centre - Refurbishment of Banquet Chairs

**THAT THE LOWEST OF FIVE (5) QUOTATIONS SUBMITTED BY NORAM INTERIORS LTD., ETOBICOKE TO REFURBISH A QUANTITY OF 2,500 BANQUET CHAIRS AT A UNIT COST OF \$28.50 AND TOTAL COST OF \$71,250. EXCLUDING TAXES, BE ACCEPTED; and**

**THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM THE CAPITAL WORK-IN-PROGRESS ACCOUNT NOS. CF 5200 929441028/929541016 - REPLACE/RENOVATE FACILITIES AND EQUIPMENT.**

Respectfully submitted,

  
Alderman H. Merling, Chair

  
Patricia Bennett, Secretary



# B

## FINANCE AND ADMINISTRATION COMMITTEE FOURTH REPORT

The Finance and Administration Committee presents its **FOURTH** Report from its meeting held September 21, 1995 and respectfully recommends approval of the following:

1. 1996 - 2005 Capital Budget Programme - Process and Timetable

### THE PROCESS AND TIMETABLE FOR THE 1996 - 2005 CAPITAL BUDGET PROGRAMME BE AS FOLLOWS:

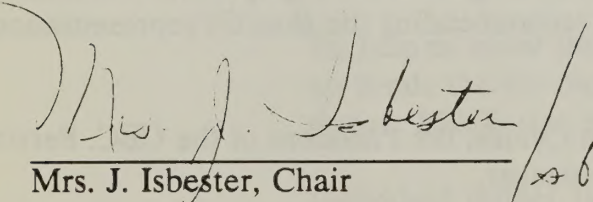
|                                                                             |                                                                                                                                                                                               |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| October 13, 1995                                                            | The 1996 - 2005 Capital Budget Programme will be forwarded to all H.E.C.F.I. Board Members with an invitation to attend at their option the Operations Committee Meeting on October 18, 1995. |
| October 18, 1995<br>Regular Meeting of Operations Committee                 | A full presentation of the 1996 - 2005 Capital Budget Programme will be made to the Operations Committee for its review and approval.                                                         |
| October 19, 1995<br>Regular Meeting of Finance and Administration Committee | The 1996 - 2005 Capital Budget Programme as recommended by the Operations Committee will be forwarded to the Finance and Administration Committee to approve the method of financing.         |
| October 27, 1995<br>Regular H.E.C.F.I. Board Meeting                        | The Operations Committee and the Finance and Administration Committees will recommend the 1996 - 2005 Capital Budget Programme to the full Board for Approval.                                |

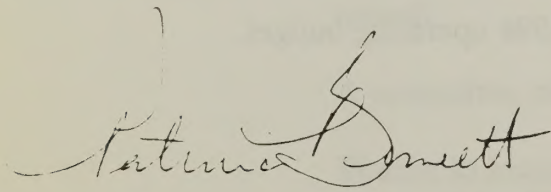
2. Scholarship Fund: Hamilton Performing Arts Foundation Inc.

**THAT THE APPLIED MUSIC PROGRAMME AT MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY BE INCLUDED IN THE HAMILTON PERFORMING ARTS FOUNDATION SCHOLARSHIP PROGRAMME; and**

**THAT TWO (2) ANNUAL SCHOLARSHIPS IN THE AMOUNT OF \$500. EACH BE AWARDED TO ONE STUDENT ENROLLED IN THE APPLIED MUSIC PROGRAMME AT MOHAWK COLLEGE AND ONE STUDENT OF MCMASTER UNIVERSITY ENROLLED IN THE ARTS PROGRAMME FOR THE YEAR 1996.**

Respectfully submitted,

  
Mrs. J. Isbester, Chair

  
Patricia Bennett, Secretary



C

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: September 25, 1995

SUBJECT: COMMUNITY DINNER:  
Jack MacDonald Sesquicentennial Dinner & Tribute  
Thursday, January 25, 1996

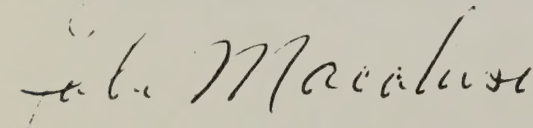
**RECOMMENDATION:**

**THAT A TABLE OF TEN (10) TICKETS AT \$600. BE PURCHASED ON BEHALF OF THE BOARD OF DIRECTORS TO THE JACK MACDONALD SESQUICENTENNIAL DINNER & TRIBUTE TO BE HELD JANUARY 25, 1996 AT THE HAMILTON CONVENTION CENTRE.**

**BACKGROUND:**

- In keeping with the Board's practice of purchasing tickets to high-profile, community events, management has no hesitation in recommending the Board's representation at this event.
- The event is being held at the Convention Centre; the President of the CBC, Perrin Beatty, has been confirmed as the guest speaker.
- Appropriate funding will be included in the 1996 operating budget.

Respectfully submitted,

  
Gabe Macaluso  
Managing Director/CEO

DRAFT ONLY -- FOR COMMENT &amp; CONSIDERATION

August 17, 1995



**HAMILTON  
SESQUICENTENNIAL  
CELEBRATIONS INC.**

CITY HALL  
Office of the City Clerk  
71 Main Street West  
Hamilton, Ontario  
Canada L8N 3T4

Telephone  
(905) 523-1996  
Facsimile  
(905) 546-2095

**Jack's Back!**

As you are probably aware, one of the important Sesquicentennial events planned for 1996, Hamilton's 150th anniversary, is a very special dinner on Thursday, January 25, 1996.

It's purpose is to honour a very special Hamiltonian ... our only living former Mayor and our friend Jack MacDonald. The dinner will also recognize the efforts of all those other Hamiltonians who have served their community by governmental affairs.

Proceeds from the dinner will be used to assist a political science student at McMaster University and to provide funding for an annual symposium on civics in the name of Jack MacDonald.

Our committee is donating its time to develop a beautiful commemorative program for the Dinner and needs your help with its production.

As a friend of Jack's, we should like to list your name on a special dedication page headed: **WELL DONE JACK! FROM YOUR MANY FRIENDS.**

The program will be distributed at the Dinner and will be preserved in the City's archives.

To help us cover the cost of its production and to provide some start-up funds for the dinner, we are requesting each of Jack's friends to donate \$50.00 (tax receipt) to be included on the friends' listing.

Individual dinner tickets are \$60.00 each (tax receipts will also be issued).

A committee member will be calling you soon.

Thanks so much for helping to make this a really great event, both for Jack and for Hamilton in its Sesquicentennial Year.

Kindest regards,

*Bert Allen*

Bert Allen, Chair,  
Jack MacDonald Symposium and Tribute Dinner



## JACK MACDONALD SESQUICENTENNIAL DINNER & TRIBUTE

### ACTION FROM JULY 20 MEETING

I was very pleased by the turn out of committee members and the good ideas which flowed from the July 20 meeting. As a result of the direction provided I have:

- met with Jake Doherty, Publisher, Hamilton Spectator who assures us of a close working relationship with the Spectator.
- met with John Best, Vice President, News, CHCH, who is beginning to gather archival materials for the video portion of the event
- with the co-operation of Duncan Beattie, sent a letter of invitation to the Honour Perrin Beatty to be the key note speaker of the evening
- with the co-operation of Jack Price, drafted a "Friends of Jack MacDonald letter"
- talked briefly with CHML's Bob Bratina about promoting the event when we're ready.
- invited Ray Harris to join the committee as the event producer/co-ordinator etc.

### ASSIGNED TASKS

As was recommended at the meeting, the following are the assigned tasks and their chairs, none which are carved in stone.

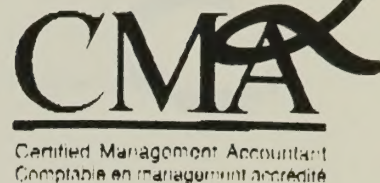
Corporate ticket awareness and sales - Chester Waxman and all  
Invitations/ticket and general printing - Bob Sterling  
Souvenir program sales and content - Murray Awde and all  
Advertising/event marketing and promotion - Murray Awde,  
Jack Price/Larry Russell and all  
Entertainment - Ena McCulloch/Sandra Bald Jones/Ray Harris  
Site management and planning - Ollie Thomson  
Keynote speaker & head table guest co-ordinator - Duncan Beattie  
Master(s) of ceremonies - Duncan Beattie/ Ray Harris  
Menu - Ena McCulloch/Ollie Thomson  
Honourary patrons' list - Colin Millar, Jack Pelech and all  
McMaster University liaison - George Force/Sera Filice

Friends of Jack MacDonald -- ALL COMMITTEE members with leadership from the MacDonald family and George Force, Colin Millar, Jack Pelech, Duncan Beattie, Bill Bain and Jack Jones.

Calls should be completed and funds in bank by Sept. 30

The Society of  
Management Accountants of Canada

La Société des  
comptables en management du Canada



August 8, 1995

TO: David Dayler / Shelagh Snider  
NEW FACES

FROM: Mary Dow

Thank you so much for the invitation to attend "ROCK AROUND THE CLOCK".

The young people in the show put on a great evening of enjoyment for the audience. At the same time this is a great training ground for the group but special thanks must be directed to you and Shelagh and your "behind the scenes" staff such as Lynn Jamieson and Brenda Uchmora who put in so much time and effort.

Please extend my thanks to all concerned for a fun evening and for the low calorie sundaes.

KEEP UP THE GREAT WORK WITH OUR YOUTH.

Sincerely,

Mary Dow  
HECFI CHAIR



3

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, June 30, 1995**

**8:00 a.m.**

**Copps Coliseum, Hamilton Room**

**MINUTES**

**PRESENT:** Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice Chair  
Alderman B. Charters, Second Vice Chair  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. S. Monzavi  
Mr. J. Nelson

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto

**GUEST:** Mr. R. Menagh, Manager, Labour Relations

**REGRETS:** Mayor R. Morrow  
Alderman H. Merling  
Mr. F. Deys  
Mr. G. Kay

1. Opening Remarks

The Chair called the meeting to order at 9:35 a.m. In order to facilitate Mr. Menagh's schedule it was agreed to alter the order of the agenda and receive those items which are Private and Confidential at the outset of the meeting; it was

**MOVED** by Mr. Ryder, seconded by Mr. Tidball that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:06 A.M.**

**MOTION CARRIED.**

**MOVED** by Mr. Kujavsky, seconded by Alderman Charters that

**THE IN-CAMERA SESSION BE ADJOURNED AT 9:35 A.M.**

**MOTION CARRIED.**

**Memorandum of Agreement : I.U.O.E. Local 772**

**MOVED** by Mr. Tidball, seconded by Alderman Anderson that

**THE H.E.C.F.I. BOARD OF DIRECTORS ACCEPT THE TERMS AND CONDITIONS OF THE MEMORANDUM OF AGREEMENT DATED MAY 24, 1995 BETWEEN THE CORPORATION OF THE CITY OF HAMILTON, THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. and THE CIVIC EMPLOYEES OF THE INTERNATIONAL UNION OF OPERATING ENGINEERS, LOCAL 772, A.F.L., C.I.O., C.L.C. FOR THE PERIOD AUGUST 1, 1994 TO JULY 31, 1997.**

**MOTION CARRIED.**



Personnel Contract

**MOVED** by Mr. Tidball, seconded by Mr. Kujavsky that

**MR. BRAD CALDER'S EMPLOYMENT CONTRACT AS DIRECTOR OF OPERATIONS/EVENTS DELIVERY BE RENEWED FOR A PERIOD OF THREE (3) YEARS COMMENCING MAY 6, 1995 AND CONCLUDING MAY 6, 1998 AT SALARY LEVEL 24, SUBJECT TO THE SUCCESSFUL NEGOTIATION OF AN EMPLOYMENT CONTRACT.**

**MOTION CARRIED.**

**A.    Operations Committee Fourth Report**

**MOVED** by Alderman Jackson, seconded by Alderman Charters that

**THE OPERATIONS COMMITTEE FOURTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:**

**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS; MARKETING AND SALES; AND FINANCE AND ADMINISTRATION COMMITTEE BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

***RECOMMEND TO THE BOARD THE DISPOSITION OF THE PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING COMMITTEES; and***

**AMEND, FOR ALL STANDING COMMITTEES, THE CLAUSE RELATING TO SPENDING LIMITATIONS AS FOLLOWS:**

**RECOMMEND TO THE BOARD ALL CAPITAL, OPERATIONAL AND MAINTENANCE EXPENDITURES WITHIN THE LIMITATIONS (WHICH FLUCTUATE IN ACCORDANCE WITH THE ANNUAL INFLATION RATE) ESTABLISHED BY THE CITY'S PURCHASING DEPARTMENT AND APPROVED BY CITY COUNCIL.**

**MOTION CARRIED.**

**B. Marketing and Sales Committee First Report**

**MOVED** by Mr. Ryder, seconded by Mr. Kujavsky that

**THE MARKETING AND SALES COMMITTEE FIRST REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS; MARKETING AND SALES; AND FINANCE AND ADMINISTRATION COMMITTEES BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

**RECOMMEND TO THE BOARD THE DISPOSITION OF THE PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING COMMITTEES; and**

**AMEND THE FOLLOWING CLAUSES IN THE TERMS OF REFERENCE FOR THE MARKETING AND SALES COMMITTEE AS FOLLOWS:**

**CLAUSE 3: RECEIVE, REVIEW AND RECOMMEND TO THE FINANCE AND ADMINISTRATION COMMITTEE THE ANNUAL OPERATING BUDGET.**

**CLAUSE 6: RECOMMEND TO THE BOARD ALL OPERATIONAL, CAPITAL AND MAINTENANCE EXPENDITURES RELATED TO THE MARKETING AND SALES DEPARTMENT WITHIN THE LIMITATIONS (WHICH**



*FLUCTUATE IN ACCORDANCE WITH THE ANNUAL INFLATION RATE) ESTABLISHED BY THE CITY'S PURCHASING DEPARTMENT AND APPROVED BY CITY COUNCIL).*

**CLAUSE 7: DELETE THIS CLAUSE PERTAINING TO INNOVATIVE PROGRAMMING RESERVE AS IT IS NO LONGER APPLICABLE.**

**MOTION CARRIED.**

**C. Terms of Reference : Finance & Administration Committee**

**MOVED** by Mrs. Isbester, seconded by Mr. Ryder that

**THAT THE TERMS OF REFERENCE FOR THE OPERATIONS; MARKETING AND SALES; AND FINANCE AND ADMINISTRATION COMMITTEES BE AMENDED TO INCLUDE THE FOLLOWING CLAUSE:**

***RECOMMEND TO THE BOARD THE DISPOSITION OF THE PERSONNEL CONTRACT OF THE DIRECTOR REPORTING THROUGH THE MANAGING DIRECTOR/CEO TO THE RESPECTIVE STANDING COMMITTEES; and***

**AMEND THE FOLLOWING CLAUSES IN THE TERMS OF REFERENCE FOR THE FINANCE AND ADMINISTRATION COMMITTEE AS FOLLOWS:**

**CLAUSE 1: *OVERSEE THE FINANCIAL AFFAIRS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. AND THE HAMILTON PERFORMING ARTS FOUNDATION INC.***

**CLAUSE 3: *RECEIVE, REVIEW AND RECOMMEND TO THE BOARD THE ANNUAL 10 YEAR CAPITAL BUDGET PROGRAMMES.***

**CLAUSE 6: RECOMMEND TO THE BOARD ALL OPERATIONAL, CAPITAL AND MAINTENANCE EXPENDITURES RELATED TO THE FINANCE AND ADMINISTRATION DEPARTMENT WITHIN THE LIMITATIONS (WHICH FLUCTUATE IN ACCORDANCE WITH THE ANNUAL INFLATION RATE) ESTABLISHED BY THE CITY'S PURCHASING DEPARTMENT AND APPROVED BY CITY COUNCIL.**

**MOTION CARRIED.**

**D. Community Event : Award of Merit Dinner, September 13, 1995**

**MOVED** by Mrs. Isbester, seconded by Mr. Tidball that

**H.E.C.F.I. PURCHASE ONE TICKET TO BE ALLOCATED TO THE CHAIRMAN OF THE BOARD OR HER DESIGNATE AT A COST OF \$200. TO THE CANADIAN AWARD OF MERIT DINNER HONOURING RON FOXCROFT, WEDNESDAY, SEPTEMBER 13, 1995 AT THE HAMILTON CONVENTION CENTRE.**

**MOTION CARRIED.** Alderman Anderson opposed the motion.

**2. Correspondence**

**MOVED** by Alderman Anderson, seconded by Mr. Monzavi that

**CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.**

**MOTION CARRIED.**



3. Minutes of Regular Meeting Held May 26, 1995

**MOVED** by Mr. Ryder, seconded by Mr. Nelson that

**THE MINUTES OF THE MAY 26, 1995 MEETING BE APPROVED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

4.1 Financial Summary for the Five Month Period Ended May 31, 1995

**MOVED** by Mrs. Isbester, seconded by Mr. Monzavi that

**THE REPORT, FINANCIAL SUMMARY FOR THE FIVE MONTH PERIOD ENDED MAY 31, 1995 BE RECEIVED.**

**MOTION CARRIED.**

4.2 Report : Smoke-Free Hamilton by the Year 2000

The Board received management's May 24th report regarding City Council's resolution for a smoke-free Hamilton by the year 2000; this report will be forwarded to the City Clerk's Department for information.

4.3 Report : Commonwealth Square/Security Camera Surveillance

The Board received management's May 30th report outlining H.E.C.F.I.'s involvement in surveillance of Commonwealth Square in response to the Art Gallery's request for assistance. The City's Finance and Administration Committee will be requested to approve the installation of three video cameras mounted on Hamilton Place and the Convention Centre.

4.4 Code of Conduct

The Board received The City of Hamilton's May 11, 1995 report which included a copy of the Code of Conduct adopted by City Council May 30, 1995. The document was amended to reflect H.E.C.F.I. as a separate entity.

4.5 Consultant's Report : Revenue Generating Workshop

MOVED by Mr. Ryder, seconded by Alderman Jackson that

**THE PLANNING SESSION REPORT PREPARED BY MR. REG WATTS, THE STRATQUEST GROUP, WHICH DOCUMENTS THE DISCUSSION HELD AT THE H.E.C.F.I. REVENUE GENERATING WORKSHOP HELD MARCH 27, 1995 BE RECEIVED FOR INFORMATION.**

MOTION CARRIED.

5. Private and Confidential

(see above)

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

At the Call of the Chair

9. Adjournment

The meeting was adjourned at 9:57 a.m.



TAKEN AS READ AND APPROVED

\_\_\_\_\_  
Mrs. Mary Dow, Chair

\_\_\_\_\_  
Patricia Bennett, Secretary



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

4.1

**Financial Summary**  
**For The Eight Month Period Ended August 31, 1995**

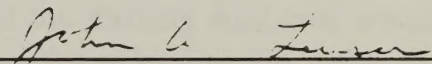
| <b>Actual Results<br/>For the Eight<br/>Month Period Ended<br/>August 31, 1994</b> |                              | <b>(1)<br/>Budget</b> | <b>(2)<br/>Actual</b> | <b>(3)<br/>Favourable<br/>&lt;Unfavourable&gt;<br/>Budget Variance</b> |
|------------------------------------------------------------------------------------|------------------------------|-----------------------|-----------------------|------------------------------------------------------------------------|
| \$3,798,261.                                                                       | Revenue                      | \$3,743,598.          | \$4,171,198.          | \$427,600.                                                             |
| <u>5,523,159.</u>                                                                  | Expenses                     | <u>5,450,368.</u>     | <u>5,558,194.</u>     | <u>&lt;107,826.&gt;</u>                                                |
|                                                                                    | Excess of Expenses           |                       |                       |                                                                        |
| <u>\$1,724,898.</u>                                                                | Over Revenue From Operations | <u>\$1,706,770.</u>   | <u>\$1,386,996.</u>   | <u>\$319,774.</u>                                                      |

**Comments:**

HECFI's municipal contribution was under-expended by \$319,774. (see row 3, column 3 above) for the eight month period ended August 31, 1995. This represents an increase of \$84,144. in the under-expended amount reported last month for the seven month period ended July 31, 1995.

The favourable results for the eight month period arose primarily due to revenue exceeding budget by \$427,600. or 11.4% while expenses incurred to service this additional revenue increased by only \$107,826 or 2.0%.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

  
Mr. John A. Leuser, C.A.  
Director of Finance and Administration

1995 September 13



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

|                                                   | (1)<br>Annual<br>1995<br>Budget | (2)<br>Budgeted<br>Operating<br>Results For<br>The Eight<br>Month<br>Period Ended<br>August<br>1995 | (3)<br>Actual<br>Operating<br>Results For<br>The Eight<br>Month<br>Period Ended<br>August<br>1995 | (4)<br>Amount<br>Favourable/<br>(Unfavourable)<br>Budget Variance | (5)<br>%     | (6)<br>Actual<br>Operating<br>Results For<br>The Eight<br>Month<br>Period Ended<br>August<br>1994 |
|---------------------------------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------|
| <b>REVENUE</b>                                    |                                 |                                                                                                     |                                                                                                   |                                                                   |              |                                                                                                   |
| RENTAL, LICENCE FEES AND SHOW REVENUE             | \$1,689,770                     | \$1,116,365                                                                                         | \$1,247,997                                                                                       | \$131,632                                                         | 11.8%        | \$1,020,489                                                                                       |
| OTHER RENTALS                                     | 507,330                         | 325,368                                                                                             | 291,955                                                                                           | (33,413)                                                          | -10.3%       | 221,864                                                                                           |
| FOOD, BEVERAGE AND CONCESSIONS                    | 1,886,020                       | 1,043,080                                                                                           | 1,127,537                                                                                         | 84,457                                                            | 8.1%         | 1,083,759                                                                                         |
| RECOVERIES                                        | 1,489,700                       | 896,722                                                                                             | 1,104,505                                                                                         | 207,783                                                           | 23.2%        | 1,056,988                                                                                         |
| BOX OFFICE                                        | 337,290                         | 204,195                                                                                             | 213,083                                                                                           | 8,888                                                             | 4.4%         | 254,814                                                                                           |
| OTHER                                             | 248,370                         | 157,868                                                                                             | 186,121                                                                                           | 28,253                                                            | 17.9%        | 160,347                                                                                           |
| <b>TOTAL REVENUE</b>                              | <b>\$6,158,480</b>              | <b>\$3,743,598</b>                                                                                  | <b>\$4,171,198</b>                                                                                | <b>\$427,600</b>                                                  | <b>11.4%</b> | <b>\$3,798,261</b>                                                                                |
| <b>EXPENSES</b>                                   |                                 |                                                                                                     |                                                                                                   |                                                                   |              |                                                                                                   |
| OPERATIONS - ADMINISTRATION                       | \$348,240                       | \$231,697                                                                                           | \$231,988                                                                                         | (\$291)                                                           | -0.1%        | \$222,441                                                                                         |
| FOOD AND BEVERAGE                                 | 1,598,160                       | 944,851                                                                                             | 1,010,929                                                                                         | (66,078)                                                          | -7.0%        | 982,290                                                                                           |
| EVENTS DELIVERY                                   | 2,182,160                       | 1,402,818                                                                                           | 1,592,588                                                                                         | (189,770)                                                         | -13.5%       | 1,452,945                                                                                         |
| BUILDING OPERATIONS                               | 1,468,020                       | 982,298                                                                                             | 961,469                                                                                           | 20,829                                                            | 2.1%         | 904,453                                                                                           |
| MARKETING AND PROMOTION                           | 1,504,560                       | 910,525                                                                                             | 847,662                                                                                           | 62,863                                                            | 6.9%         | 899,438                                                                                           |
| ADMINISTRATION - CEO/BOARD                        | 298,800                         | 199,274                                                                                             | 191,312                                                                                           | 7,962                                                             | 4.0%         | 193,140                                                                                           |
| PROFESSIONAL FEES                                 | 40,690                          | 26,194                                                                                              | 15,347                                                                                            | 10,847                                                            | 41.4%        | 22,609                                                                                            |
| FINANCE AND ADMINISTRATION                        | 648,610                         | 434,288                                                                                             | 395,778                                                                                           | 38,510                                                            | 8.9%         | 445,465                                                                                           |
| BOX OFFICE                                        | 353,160                         | 230,975                                                                                             | 223,945                                                                                           | 7,030                                                             | 3.0%         | 238,465                                                                                           |
| INSURANCE                                         | 131,170                         | 87,448                                                                                              | 87,176                                                                                            | 272                                                               | 0.3%         | 82,703                                                                                            |
| PROVISION FOR CAPITAL REPLACEMENT                 | 0                               | 0                                                                                                   | 0                                                                                                 | 0                                                                 | 0.0%         | 79,210                                                                                            |
| <b>TOTAL EXPENSES</b>                             | <b>\$8,573,570</b>              | <b>\$5,450,368</b>                                                                                  | <b>\$5,558,194</b>                                                                                | <b>(\$107,826)</b>                                                | <b>-2.0%</b> | <b>\$5,523,159</b>                                                                                |
| EXCESS OF EXPENSE OVER<br>REVENUE FROM OPERATIONS | \$2,415,090                     | \$1,706,770                                                                                         | \$1,386,996                                                                                       | \$319,774                                                         | 18.7%        | \$1,724,898                                                                                       |
| CONTRIBUTION FROM THE CITY                        | \$2,415,090                     | \$1,706,770                                                                                         | \$1,706,770                                                                                       | \$0                                                               | 0.0%         | \$1,646,595                                                                                       |
| <b>UNDER EXPENDED MUNICIPAL CONTRIBUTION</b>      | <b>\$0</b>                      | <b>\$0</b>                                                                                          | <b>\$319,774</b>                                                                                  | <b>\$319,774</b>                                                  | <b>0.0%</b>  | <b>(\$78,303)</b>                                                                                 |

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



4.2

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Mrs. Mary Dow                      Mr. Gabe Macaluso  
H.E.C.F.I. Chair                      Managing Director/CEO

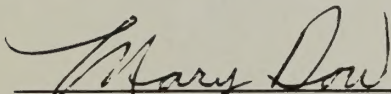
DATE: August 9, 1995

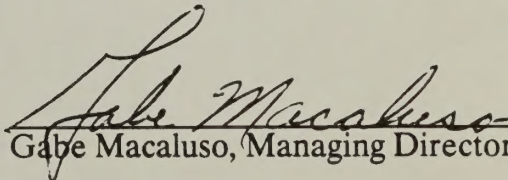
SUBJECT: CONVENTION CENTRE PARKING  
for DELEGATES, CLIENTS, PATRONS

You will recall that at the March 3rd Special Meeting of the Board of Directors management was instructed to arrange a meeting to discuss subsidized parking for Convention Centre clients. The meeting was held July 17th and attended by Peter Baker, General Manager of the Parking Authority, Mary Dow and Gabe Macaluso. Discussion centered around two main issues: one was the Convention Centre incentive parking program; and the other, parking discounts for local banquets.

With respect to the first issue, it was recognized that such incentives will need to be offered in order to remain competitive with other convention centres offering the same services. However, it is the Parking Authority's point of view that the subsidy be allocated from the overall City budget. They have asked HECFI to support their point of view when addressing the City's Management Committee.

The Parking Authority was quite amenable to offering discounted parking rates to selected groups, (banquets or meetings, etc.). This will enable the Convention Centre to provide to its clients flat rates which could be incorporated in the overall menu package. It was resolved that managements of HECFI and the Parking Authority would meet to further discuss the terms of such an arrangement. We anticipate new rates will be available to clients in the fall of 1995.

  
Mrs. Mary Dow, HECFI Chair

  
Gabe Macaluso, Managing Director/CEO





## MEETING OF THE BOARD OF DIRECTORS

Friday, October 27, 1995

8:30 a.m. *Breakfast*9:00 a.m. *Meeting*Hamilton Convention Centre  
Albion "C"

URBAN MUNICIPAL

OCT 30 1995

GOVERNMENT DOCUMENTS

## ORDER OF BUSINESS

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DECLARATION OF CONFLICT OF INTEREST

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## 1. Opening Remarks

## ACTION ITEMS

A. *Operations Committee Sixth Report*

Attachment A

B. *Finance and Administration Committee Fifth Report*

Attachment B

C. *Marketing and Sales Committee Second Report*

Attachment C

D. *Community Dinner: Gallery of Distinction 1995*

Attachment D

E. *Community Dinner: B'Nai Brith Sports Dinner 1996*

Attachment E

## INFORMATION ITEMS

## 2. Correspondence

Attachment 2

## 3. Minutes of Regular Meeting Held September 29, 1995

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

## 4. Business Arising From the Minutes

4.1 Financial Summary for the Nine Month  
Period Ended September 30, 1995

Attachment 4.1

4.2 Starting Time of Regular Board Meetings

Verbal

## 5. Private and Confidential

5.1 Contractual Matters

## 6. New Business

## 7. Other Business

8. Date of Next Meeting: *Friday, November 24, 1995*  
*Location to be Determined*

## 9. Adjournment

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OUTSTANDING BUSINESS

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1971

RECEIVED

A

## OPERATIONS COMMITTEE SIXTH REPORT

The Operations Committee presents its **SIXTH** Report from its meeting held October 18, 1995 and respectfully requests approval of the following:

1. 1996 - 2005 Provisional Capital Budget

**THAT THE CAPITAL PROJECTS IN THE TEN YEAR 1996 - 2005 PROVISIONAL CAPITAL BUDGET AS PRESENTED IN MANAGEMENT'S OCTOBER 10, 1995 REPORT BE APPROVED.**

2. HALL OF FAME: Ontario Sportswriters and Sportscasters (OSSA)

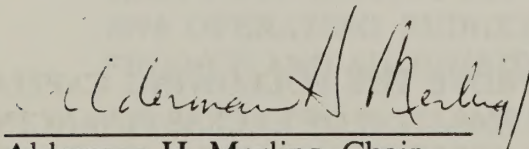
**THE CLUB LOUNGE IN COPPS COLISEUM BE DESIGNATED AS *THE ONTARIO SPORTSWRITERS AND SPORTSCASTERS ASSOCIATION HALL OF FAME*; and**

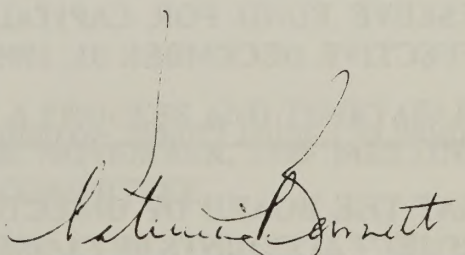
**THAT ALL COSTS RELATED TO THE HALL OF FAME BE ASSUMED BY THE OSSA; and**

**THAT A H.E.C.F.I. REPRESENTATIVE BECOME A MEMBER OF THE OSSA ORGANIZING COMMITTEE WHICH WILL REPORT TO THE H.E.C.F.I. OPERATIONS COMMITTEE ALL MATTERS RELATING TO THE HALL OF FAME; and**

**THAT A CONTRACT BE DEVELOPED IN CONSULTATION WITH THE CITY'S LAW DEPARTMENT.**

Respectfully submitted,

  
Alderman H. Merling, Chair

  
Patricia Bennett, Secretary

pb



# B

## FINANCE AND ADMINISTRATION FIFTH REPORT

The Finance and Administration Committee presents its **FIFTH** Report from its meeting held October 19, 1995 and respectfully requests approval of the following:

1. 1996 - 2005 Provisional Capital Budget

**THE FINANCE COMMITTEE APPROVE THE 1996 - 2005 PROVISIONAL CAPITAL BUDGET AS PRESENTED IN MANAGEMENT'S OCTOBER 10, 1995 REPORT.**

2. Financing for the Ten (10) Year (1996-2005) Provisional Capital Budget Programme

**H.E.C.F.I.'S TEN YEAR (1996-2005) PROVISIONAL CAPITAL BUDGET PROGRAMME BE FINANCED FROM H.E.C.F.I.'S RESERVE FOR CAPITAL PROJECTS, HAMILTON PLACE TICKET SURCHARGE RESERVE AND COPPS COLISEUM TICKET SURCHARGE RESERVE; and**

**THAT THE FUTURE IMPLEMENTATION OF CAPITAL PROJECTS BE CONTINGENT ON THE AVAILABILITY OF CONTINUED FUNDING FROM H.E.C.F.I.'S CAPITAL RESERVES (AS OUTLINED ABOVE).**

3. Consolidation of Capital Reserves

**THE CITY FINANCE AND ADMINISTRATION COMMITTEE AUTHORIZE THE CITY TREASURER TO CONSOLIDATE THE TICKET SURCHARGE - HAMILTON PLACE (CH 2X000-00207) AND TICKET SURCHARGE - COPPS COLISEUM (CH 2X000-00211) RESERVE FUND ACCOUNTS INTO THE RESERVE FUND FOR CAPITAL PROJECTS - H.E.C.F.I. (CH 2X000-00206), EFFECTIVE DECEMBER 31, 1995.**

4. Closing of Capital Project Accounts

**THAT THE BOARD OF DIRECTORS APPROVE THE FOLLOWING CAPITAL PROJECT ACCOUNTS BE CLOSED WITH \$260,121.47 OF EXCESS FINANCING RETURNED TO THE H.E.C.F.I. RESERVE ACCOUNT FOR CAPITAL PROJECTS; and**

**THAT THE FOREGOING BE FORWARDED TO THE CITY FINANCE AND ADMINISTRATION COMMITTEE FOR INFORMATION:**

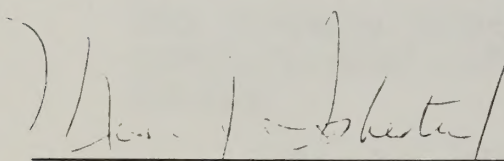
| <u>Capital<br/>Centre<br/>Number</u> | <u>Project<br/>Description</u>                                          | <u>Authorized<br/>Gross Cost</u> | <u>Expended<br/>Committed<br/>To Date</u> | <u>Balance<br/>Available</u> |
|--------------------------------------|-------------------------------------------------------------------------|----------------------------------|-------------------------------------------|------------------------------|
| CF 928851003                         | Hamilton Place<br>Replace Sound<br>System                               | \$202,000.                       | \$201,926.34                              | \$ 73.66                     |
| CF 929151016                         | Hamilton Place<br>Sound/Lighting<br>Equipment                           | \$ 83,000.                       | \$ 82,920.51                              | \$ 79.49                     |
| CF 929241003                         | Convention<br>Centre Refurbish<br>Renovate Wentworth<br>Exhibition Hall | \$250,000.                       | \$249,997.60                              | \$ 2.40                      |
| CF 929441027                         | Convention<br>Centre Wentworth<br>Exhibition Hall<br>Renovations        | \$ 70,000.                       | \$ 3,155.                                 | \$ 66,845.                   |
| CF 929441030                         | Hamilton Place<br>Refurbish<br>Exterior Sign                            | \$230,000.                       | \$164,132.                                | \$ 65,868.                   |
| CF 929541015                         | Convention<br>Centre Carpet<br>Replacement                              | \$350,000.                       | \$222,747.08                              | \$127,252.92                 |
| <b>TOTAL:</b>                        |                                                                         |                                  |                                           | <b>\$260,121.47</b>          |

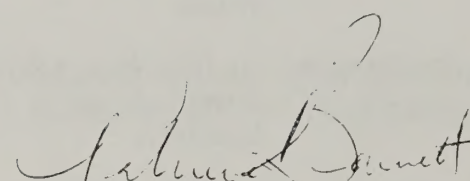
5. 1996 Operating Budget

**THAT MANAGEMENT REPORT ON A PROCESS AND TIMETABLE FOR THE 1996 OPERATING BUDGET AT THE NOVEMBER, 1995 MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE.**



Respectfully submitted,

  
\_\_\_\_\_  
Mrs. J. Isbester, Chair

  
\_\_\_\_\_  
Patricia Bennett, Secretary



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

One Summers Lane,  
Hamilton, Ontario  
L8P 4Y2  
Tel. (905) 546-3000  
Fax. (905) 546-3002

**FOR ACTION**

**MEMO TO :** OPERATIONS COMMITTEE  
: FINANCE AND ADMINISTRATION COMMITTEE

**FROM :** Mr. G. Macaluso,  
Managing Director/CEO  
: Mr. B. Calder, P.Eng.,  
Director of Operations/Events Delivery  
: Mr. J. Leuser, C.A.,  
Director of Finance and Administration

**DATE :** 1995 October 10

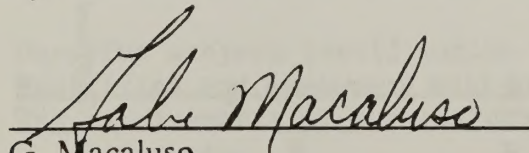
**SUBJECT :** 1996 ~ 2005 PROVISIONAL CAPITAL BUDGET

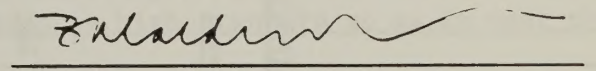
**RECOMMENDATION:**

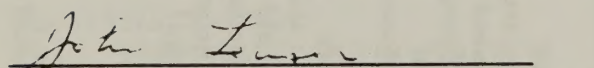
**THAT THE OPERATIONS AND FINANCE AND ADMINISTRATION COMMITTEES CONSIDER THE ATTACHED CAPITAL PROJECTS FOR CONSIDERATION IN THE TEN YEAR 1996 ~ 2005 PROVISIONAL CAPITAL BUDGET TO BE REVIEWED AND RECOMMENDED BY THE CITY MANAGEMENT TEAM FOR CONSIDERATION OF THE COMMITTEE OF THE WHOLE AND CITY COUNCIL.**

**BACKGROUND:**

Please refer to the attached Summary and accompanying Capital Project Submission forms.

  
G. Macaluso,  
Managing Director/CEO

  
B. Calder, P.Eng.  
Director of Operations/Events Delivery

  
J. Leuser, C.A.,  
Director of Finance and Administration



# **HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. ~ ~ 1996 TO 2005 CAPITAL BUDGET PROGRAMME**

| <b><u>Project Description</u></b>                              | <b><u>1996</u></b> | <b><u>1997</u></b> | <b><u>1998</u></b>   | <b><u>1999</u></b> | <b><u>2000</u></b> | <b><u>2001</u></b> | <b><u>2002</u></b> | <b><u>2003</u></b> | <b><u>2004</u></b> | <b><u>2005</u></b> |
|----------------------------------------------------------------|--------------------|--------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Replacements and Renovations<br>for Facilities and Equipment   |                    | 160                | 370                  | 300                | 250                | 230                | 200                | 180                | 300                | 300 New            |
| <b><u>Hamilton Convention Centre:</u></b>                      |                    |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Replacements and Renovations<br>for Facilities and Equipment | 120                |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Roofing System Replacement                                   |                    | 355                |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Refurbish Beverage Areas                                     |                    | 100                |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Carpet Replacement                                           |                    |                    |                      |                    |                    |                    |                    |                    |                    |                    |
|                                                                |                    |                    |                      |                    |                    |                    |                    | 325 New            |                    |                    |
| <b><u>Hamilton Place:</u></b>                                  |                    |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Replacements and Renovations<br>for Facilities and Equipment | 130                |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Great Hall Seating<br>Replacement                            |                    | 300                | 240-Delayed One Year |                    |                    |                    |                    |                    |                    |                    |
| ~ Carpet Replacement                                           |                    |                    | 200                  |                    |                    |                    |                    |                    |                    |                    |
| <b><u>Copps Coliseum:</u></b>                                  |                    |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Replacements and Renovations<br>for Facilities and Equipment | 130                |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Carpet/Replacement Flooring                                  | 60                 |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ Modify and Refurbish Exterior<br>Electronic Sign             |                    |                    |                      |                    | 200                |                    |                    |                    |                    |                    |
|                                                                |                    |                    | 100-Delayed One Year |                    |                    |                    |                    |                    |                    |                    |
| <b><u>Corporate:</u></b>                                       |                    |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| ~ FMS                                                          | 70-Revised         |                    |                      |                    |                    |                    |                    |                    |                    |                    |
| <b>TOTAL REQUEST</b>                                           | 510                | 915                | 910                  | 300                | 450                | 230                | 200                | 505                | 300                | 300                |
| Approved 1995 to 2004                                          | 620                | 1,000              | 900                  | 625                | 500                | 230                | 200                | 180                | 300                | 0                  |
| Over (Under) Approved<br>1995 to 2004                          | (110)              | (85)               | 10                   | (325)              | (50)               | 0                  | 0                  | 325                | 0                  | 300                |

The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre -  
Replacements and Renovations for Facilities and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for various replacements of and renovations to the facility and equipment  
necessary to ensure that an acceptable state of repair is maintained. This allowance  
provides funding for:  
a) replacement of kitchen equipment including dishwasher exhaust duct work \$60,000.  
and:  
b) replacement of parquet floor in the Chedoke Banquet Hall \$60,000.
4. DEPARTMENT PRIORITY ORDER: 1
5. PROJECT JUSTIFICATION:
- |                                                                       |          |
|-----------------------------------------------------------------------|----------|
| (a) STRATEGIC DIRECTION                                               | _____    |
| (b) HEALTH/SAFETY/ENVIRONMENT                                         | _____    |
| (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT                         | _____    |
| (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) | _____    |
| (e) ECONOMIC DEVELOPMENT                                              | _____    |
| (f) MAINTAIN EXISTING SERVICE                                         | <u>X</u> |
| (g) REDUCE ONGOING COST (Staffing and/or Operating Costs)             | _____    |
| (h) GROWTH RELATED PROJECT                                            | _____    |
- Describe project justification from the above perspective:  
Facilities and equipment must be maintained to a high standard so as to meet the needs  
and requirements of our customers.
6. FEASIBILITY STUDY:
- |                                                      |          |
|------------------------------------------------------|----------|
| (a) START DATE (MONTH-YEAR):                         | _____    |
| (b) COMPLETION DATE (MONTH-YEAR)                     | _____    |
| (c) GROSS COST (Rounded to Nearest Thousand Dollars) | \$ _____ |
7. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1996  
(b) PROJECT FINISHING DATE (MONTH-YEAR): December 1996



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 120,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\$ 0
- (d) NET CITY'S COST: \$ 120,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ <u>120,000.</u> | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ _____           | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\$ \_\_\_\_\_  
\$ \_\_\_\_\_  
\$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0
- \_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on initial purchase and anticipated replacement costs.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failing to maintain and replace building components, systems and equipment will result in building and image deterioration likely to adversely affect HECFI's ability to attract and deliver events.

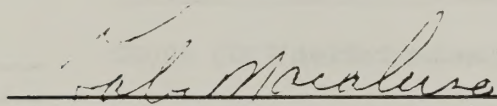
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

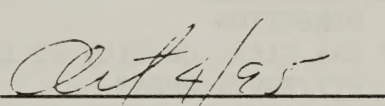
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 182.1

(b) AT CITY'S COST OF \$90,000

(c) SCHEDULED TO START IN THE YEAR 1996

  
Signature of Department Head/  
Local Board Manager

  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: RCP-H

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Place -  
Replacements and Renovations for Facilities and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for various replacements of and renovations to the facility and equipment  
necessary to ensure that an acceptable state of repair is maintained. This allowance  
provides funding for:  
a) replacement of two (2) follow spots \$30,000.:  
b) replacement of passenger elevator controller and valve \$50,000. and:  
c) replacement of the stage fire curtain and orchestra wall sheaves \$50,000.
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 1
5. PROJECT JUSTIFICATION:
- |                                                                                 |         |
|---------------------------------------------------------------------------------|---------|
| (a) STRATEGIC DIRECTION<br>(Image of the City, Quality of Life, Transportation) | _____   |
| (b) HEALTH/SAFETY/ENVIRONMENT                                                   | _____   |
| (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT                                   | _____   |
| (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period)           | _____   |
| (e) ECONOMIC DEVELOPMENT                                                        | _____   |
| (f) MAINTAIN EXISTING SERVICE<br>(Roads, Buildings, Other basic infrastructure) | _____ X |
| (g) REDUCE ONGOING COST (Staffing and/or Operating Costs)                       | _____   |
| (h) GROWTH RELATED PROJECT                                                      | _____   |
- Describe project justification from the above perspective:  
Facilities and equipment must be maintained to a high standard so as to meet the needs  
and requirements of our customers.
6. FEASIBILITY STUDY:
- |                                                      |          |
|------------------------------------------------------|----------|
| (a) START DATE (MONTH-YEAR):                         | _____    |
| (b) COMPLETION DATE (MONTH-YEAR)                     | _____    |
| (c) GROSS COST (Rounded to Nearest Thousand Dollars) | \$ _____ |
7. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1996  
(b) PROJECT FINISHING DATE (MONTH-YEAR): December 1996

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 130,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 130,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ <u>130,000.</u> | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ _____           | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0
- \_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on initial purchase and anticipated replacement costs.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failing to maintain and replace building components, systems and equipment will result in building and image deterioration likely to adversely affect HECFI's ability to attract and deliver events.

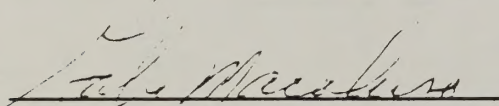
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

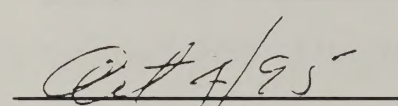
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 182.1

(b) AT CITY'S COST OF \$75,000.

(c) SCHEDULED TO START IN THE YEAR 1996

  
Signature of Department Head/  
Local Board Manager

 4/95  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: H.P. Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Copps Coliseum -  
Replacements and Renovations for Facilities and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for various replacements of and renovations to the facility and equipment  
necessary to ensure that an acceptable state of repair is maintained. This allowance  
provides funding for:  
a) replacement of casual furniture/furnishings \$20,000.;  
b) repairs to retractable and fixed arena seating \$50,000. and;  
c) replacement of four (4) follow spots \$60,000.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 1
5. PROJECT JUSTIFICATION:  

|                                                                       |          |
|-----------------------------------------------------------------------|----------|
| (a) STRATEGIC DIRECTION                                               | _____    |
| (Image of the City, Quality of Life, Transportation)                  | _____    |
| (b) HEALTH/SAFETY/ENVIRONMENT                                         | _____    |
| (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT                         | _____    |
| (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) | _____    |
| (e) ECONOMIC DEVELOPMENT                                              | _____    |
| (f) MAINTAIN EXISTING SERVICE                                         | <u>X</u> |
| (Roads, Buildings, Other basic infrastructure)                        | _____    |
| (g) REDUCE ONGOING COST (Staffing and/or Operating Costs)             | _____    |
| (h) GROWTH RELATED PROJECT                                            | _____    |

Describe project justification from the above perspective:  
Facilities and equipment must be maintained to a high standard so as to meet the needs  
and requirements of our customers.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. FEASIBILITY STUDY:  

|                                                      |          |
|------------------------------------------------------|----------|
| (a) START DATE (MONTH-YEAR):                         | _____    |
| (b) COMPLETION DATE (MONTH-YEAR)                     | _____    |
| (c) GROSS COST (Rounded to Nearest Thousand Dollars) | \$ _____ |
7. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1996  
 (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1996



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 130,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 130,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ <u>130,000.</u> | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ _____           | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0  
\_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on initial purchase and anticipated replacement costs.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failing to maintain and replace building components, systems and equipment will result in building and image deterioration likely to adversely affect HECFI's ability to attract and deliver events.

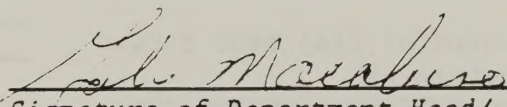
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

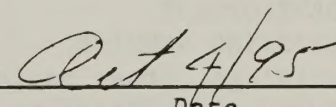
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 182.1

(b) AT CITY'S COST OF \$55,000.

(c) SCHEDULED TO START IN THE YEAR 1996

  
Signature of Department Head/  
Local Board Manager

 4/95  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: Copps Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Various Replacements and Renovations for Facilities and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Allowance for various replacements of and renovations to the facilities and equipment necessary to ensure that an acceptable state of repair is maintained. This allowance is established collectively for the three facilities.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 2
5. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) MAINTAIN EXISTING SERVICE \_\_\_\_\_ X  
(Roads, Buildings, Other basic infrastructure)
  - (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
  - (h) GROWTH RELATED PROJECT \_\_\_\_\_

Describe project justification from the above perspective:  
Facilities and equipment must be maintained to a high standard so as to meet the needs and requirements of our customers.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. FEASIBILITY STUDY:
  - (a) START DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
  - (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_
7.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): May 1997
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): December 2005

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 2,290,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 2,290,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |                    |
|--------|--------------------|--------|--------------------|
| - 1996 | \$ <u>0.</u>       | - 2001 | \$ <u>230,000.</u> |
| - 1997 | \$ <u>160,000.</u> | - 2002 | \$ <u>200,000.</u> |
| - 1998 | \$ <u>370,000.</u> | - 2003 | \$ <u>180,000.</u> |
| - 1999 | \$ <u>300,000.</u> | - 2004 | \$ <u>300,000.</u> |
| - 2000 | \$ <u>250,000.</u> | - 2005 | \$ <u>300,000.</u> |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_

GROSS COST (All Inclusive) \$ 0

- (c) LESS RECOVERY/REVENUE (specify) \$ 0

- (d) NET CITY'S COST \$ 0

- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A

- (f) GROSS COST (All Inclusive) \$ 0

\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_

- (g) LESS RECOVERY/REVENUE (specify) \$ 0

- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No ☒ Yes ☐

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Based on initial purchase and anticipated replacement costs.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failing to maintain and replace building components, systems and equipment will result in building and image deterioration likely to adversely affect HECFI's ability to attract and deliver events.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No ☐ Yes ☒; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 182.2 to 182.9

(b) AT CITY'S COST OF \$2,150,000.

(c) SCHEDULED TO START IN THE YEAR 1997

*Pat Macaluso*  
Signature of Department Head/  
Local Board Manager

*Oct 4/95*  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: RCP-H

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes ☒ No ☐

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$ \_\_\_\_\_

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$ \_\_\_\_\_

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.

**PROJECT NAME: Various Replacements and Renovations for Facilities and Equipment**

| <u>Facility/Project</u>                                        | <u>1997</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> | <u>2002</u> | <u>2003</u> | <u>2004</u> | <u>2005</u> |
|----------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b><u>A. Convention Centre</u></b>                             |             |             |             |             |             |             |             |             |             |
| 1. kitchen equipment                                           |             |             |             | 50          | 50          |             |             |             |             |
| 2. casual furniture/<br>furnishings                            |             | 120         | 60<br>90    | 30          |             | 70          | 40          | 100         | 100         |
| 3. major repairs/<br>renovations                               | 60          |             |             |             |             |             |             |             |             |
| <b>SUB TOTAL</b>                                               | <b>60</b>   | <b>120</b>  | <b>150</b>  | <b>80</b>   | <b>50</b>   | <b>70</b>   | <b>40</b>   | <b>100</b>  | <b>100</b>  |
| <b><u>B. Hamilton Place</u></b>                                |             |             |             |             |             |             |             |             |             |
| 1. stage deck                                                  |             | 120         |             |             |             |             |             |             |             |
| 2. window retrofit                                             | 60          | 60          | 60          |             |             |             |             |             |             |
| 3. major repairs and<br>renovations/miscellaneous<br>equipment |             |             | 30          | 30          | 30          | 30          | 30          | 100         | 100         |
| <b>SUB TOTAL</b>                                               | <b>60</b>   | <b>180</b>  | <b>90</b>   | <b>30</b>   | <b>30</b>   | <b>30</b>   | <b>30</b>   | <b>100</b>  | <b>100</b>  |



**PROJECT NAME: Various Replacements and Renovations for Facilities and Equipment**

**Page 2**

| <b>Facility/Project</b>                                        | <b>1997</b> | <b>1998</b> | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> | <b>2003</b> | <b>2004</b> | <b>2005</b> |
|----------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>C. Copps Coliseum</b>                                       |             |             |             |             |             |             |             |             |             |
| 1. casual furniture/<br>furnishings                            |             |             |             |             | 50          |             |             |             |             |
| 2. seating                                                     |             |             | 35          |             |             | 40          |             |             |             |
| 3. lighting control                                            |             | 50          |             | 100         |             |             | 50          |             |             |
| 4. sound system                                                |             |             |             |             |             |             |             |             |             |
| 5. major repairs and<br>renovations/miscellaneous<br>equipment | 40          | 20          | 25          | 40          | 100         | 60          | 60          | 100         | 100         |
| <b>SUB TOTAL</b>                                               | <b>40</b>   | <b>70</b>   | <b>60</b>   | <b>140</b>  | <b>150</b>  | <b>100</b>  | <b>110</b>  | <b>100</b>  | <b>100</b>  |
| <b>GRAND TOTAL</b>                                             | <b>160</b>  | <b>370</b>  | <b>300</b>  | <b>250</b>  | <b>230</b>  | <b>200</b>  | <b>180</b>  | <b>300</b>  | <b>300</b>  |

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.

2. PROJECT NAME: Hamilton Convention Centre - Roofing System Replacement

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replacement of bituminous membrane roofing system at the Convention Centre. The lifespan of these roofing systems is typically 15 to 20 years. By 1997, the Convention Centre roof will be 16 years in service and replacement should be scheduled for that time.

4. DEPARTMENT PRIORITY ORDER: 3

5. PROJECT JUSTIFICATION:

- (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation)
- (b) HEALTH/SAFETY/ENVIRONMENT
- (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT
- (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period)
- (e) ECONOMIC DEVELOPMENT
- (f) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure)
- (g) REDUCE ONGOING COST (Staffing and/or Operating Costs)
- (h) GROWTH RELATED PROJECT

Describe project justification from the above perspective:  
Vital building components must be maintained so as to extend their lifespan and to ensure that the building is kept in an acceptable state of repair.

## 6. FEASIBILITY STUDY:

- (a) START DATE (MONTH-YEAR): \_\_\_\_\_
- (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
- (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_

7. (a) PROJECT STARTING DATE (MONTH-YEAR): June 1997  
(b) PROJECT FINISHING DATE (MONTH-YEAR): July 1997



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 355,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 355,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |    |                 |        |    |       |
|--------|----|-----------------|--------|----|-------|
| - 1996 | \$ | _____           | - 2001 | \$ | _____ |
| - 1997 | \$ | <u>355,000.</u> | - 2002 | \$ | _____ |
| - 1998 | \$ | _____           | - 2003 | \$ | _____ |
| - 1999 | \$ | _____           | - 2004 | \$ | _____ |
| - 2000 | \$ | _____           | - 2005 | \$ | _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0
- \_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital estimate provided by roofing contractor.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

The maintenance i.e. replacement, of a vital building component will not be provided for.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 186.0

(b) AT CITY'S COST OF \$355,000.

(c) SCHEDULED TO START IN THE YEAR 1997

*[Signature]*  
Signature of Department Head/  
Local Board Manager

*Oct 4/95*  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: RCP-H

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Facility Management System
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
This system will automate the Convention Centre, Hamilton Place and Copps Coliseum reservation procedures. Also, software to allow for computer generated room set-ups/planning, to monitor food and beverage inventories and to assist with menu costing and development will be incorporated within the system.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. DEPARTMENT PRIORITY ORDER: 4
5. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) MAINTAIN EXISTING SERVICE  
(Roads, Buildings, Other basic infrastructure) \_\_\_\_\_
  - (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
  - (h) GROWTH RELATED PROJECT X

Describe project justification from the above perspective:

The automation of manual procedures will reduce the potential for error when booking the facilities, planning functions, controlling inventories and developing menu pricing.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. FEASIBILITY STUDY:
  - (a) START DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
  - (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_
7. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1996  
(b) PROJECT FINISHING DATE (MONTH-YEAR): September 1996

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 70,000.  
(Rounded to Nearest Thousand Dollars)

(b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0

(c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0

(d) NET CITY'S COST: \$ 70,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                   |        |          |
|--------|-------------------|--------|----------|
| - 1996 | \$ <u>70,000.</u> | - 2001 | \$ _____ |
| - 1997 | \$ _____          | - 2002 | \$ _____ |
| - 1998 | \$ _____          | - 2003 | \$ _____ |
| - 1999 | \$ _____          | - 2004 | \$ _____ |
| - 2000 | \$ _____          | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

(a) FIRST YEAR - DATE (MONTH-YEAR) January 1997

(b) COSTS (Specify items)

|                           |                  |
|---------------------------|------------------|
| <u>System Maintenance</u> | \$ <u>3,000.</u> |
| <u>Training</u>           | \$ <u>1,000.</u> |
| _____                     | \$ _____         |

GROSS COST (All Inclusive) \$ 4,000.

(c) LESS RECOVERY/REVENUE (specify) \$ 0

(d) NET CITY'S COST \$ 4,000.

(e) FOLLOWING YEAR - DATE (MONTH-YEAR) January 1998

(f) GROSS COST (All Inclusive) \$ 4,000.

|                           |                  |
|---------------------------|------------------|
| <u>System Maintenance</u> | \$ <u>3,000.</u> |
| <u>Training</u>           | \$ <u>1,000.</u> |
| _____                     | \$ _____         |

(g) LESS RECOVERY/REVENUE (specify) \$ 0

(h) NET CITY'S COST \$ 4,000.

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital estimate developed by staff in conjunction with Information Systems Dept. and software suppliers.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

This system is required for HECFI to remain competitive and to have access to the operating tools necessary for future growth. Without it inefficiencies may result which could adversely affect customer service.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 192.1 & 192.2

(b) AT CITY'S COST OF \$600,000.

(c) SCHEDULED TO START IN THE YEAR 1998

[Signature]  
Signature of Department Head/  
Local Board Manager

Oct 4/95  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: Copps Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Copps Coliseum ~ Modify and Refurbish Exterior Electronic Sign
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Modifications to the exterior electronic sign so as to increase the number of advertising panels from three to twelve. Rotating, tri-sided advertising panels will replace the three existing fixed panels and will also be added to the lower portion of the sign structure. Additional advertising space will translate into additional advertising revenues for the Corporation.  
Replacement of the existing electronic message centres with new, full-colour displays. By the year 2000, the message centres will be 12 years in operation and replacement of the displays will ensure that the sign is maintained at the current state of the art.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 5
5. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) MAINTAIN EXISTING SERVICE \_\_\_\_\_ X
  - (Roads, Buildings, Other basic infrastructure) \_\_\_\_\_
  - (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
  - (h) GROWTH RELATED PROJECT \_\_\_\_\_

Describe project justification from the above perspective:  
The revenue generating potential of this exterior signage component will be optimized. Also, a building accessory will be maintained to ensure trouble free operation and state of the art technology.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. FEASIBILITY STUDY:
  - (a) START DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
  - (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_
7.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): May 1998
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): August 2000



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 300,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 300,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ _____           | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ <u>100,000.</u> | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ <u>200,000.</u> | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

(a) FIRST YEAR - DATE (MONTH-YEAR) January 1999

(b) COSTS (Specify items)

|                    |             |
|--------------------|-------------|
| <u>Maintenance</u> | \$ <u>0</u> |
| _____              | \$ _____    |
| _____              | \$ _____    |

GROSS COST (All Inclusive) \$ 0

(c) LESS RECOVERY/REVENUE (specify) \$ 100,000.

- additional advertising revenue

(d) NET CITY'S COST (\$ 100,000.)

(e) FOLLOWING YEAR - DATE (MONTH-YEAR) January 2000

(f) GROSS COST (All Inclusive) \$ \_\_\_\_\_

|                    |                  |
|--------------------|------------------|
| <u>Maintenance</u> | \$ <u>5,000.</u> |
| _____              | \$ _____         |
| _____              | \$ _____         |

(g) LESS RECOVERY/REVENUE (specify) \$ 100,000.

- additional advertising revenue

(h) NET CITY'S COST (\$ 95,000.)

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital and revenue estimates provided by signage contractor.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

A source of operating revenue from the sale of advertising space will not be optimized. Also, failing to refurbish the sign with full colour electronic displays in 2000 will prevent this installation from being maintained at the current state of the art.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 188.1 & 188.2

(b) AT CITY'S COST OF \$300,000.

(c) SCHEDULED TO START IN THE YEAR 1997

*SL MacArthur*  
Signature of Department Head/  
Local Board Manager

*Oct 4/95*  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: Copps Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes      No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 540,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 540,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ _____           | - 2001 | \$ _____ |
| - 1997 | \$ <u>300,000.</u> | - 2002 | \$ _____ |
| - 1998 | \$ <u>240,000.</u> | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0  
\_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions A unit cost of \$225.00 per seat and \$50,000.  
for floor refinishing has been used to determine the Capital estimate.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

A vital building component will not be maintained which will adversely affect our  
patrons' comfort and enjoyment and negatively impact the theatre's image and  
reputation.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 185.1 and 185.2

(b) AT CITY'S COST OF \$540,000.

(c) SCHEDULED TO START IN THE YEAR 1996

*[Signature]*  
Signature of Department Head/  
Local Board Manager

*[Signature]*  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: H.P. Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre ~ Refurbish Bars and Equipment
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Refurbish the existing permanent and portable beverage bars and equipment. Construct new permanent bar areas within the Albion and Webster Lounges and meeting room 318.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 7
5. PROJECT JUSTIFICATION:
- |                                                                       |          |
|-----------------------------------------------------------------------|----------|
| (a) STRATEGIC DIRECTION                                               | _____    |
| (b) HEALTH/SAFETY/ENVIRONMENT                                         | _____    |
| (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT                         | _____    |
| (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) | _____    |
| (e) ECONOMIC DEVELOPMENT                                              | _____    |
| (f) MAINTAIN EXISTING SERVICE                                         | <u>X</u> |
| (g) REDUCE ONGOING COST (Staffing and/or Operating Costs)             | _____    |
| (h) GROWTH RELATED PROJECT                                            | _____    |

Describe project justification from the above perspective:

Beverage concession areas both permanent and portable, must be maintained to a high standard since they contribute to the overall appearance of the facility.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. FEASIBILITY STUDY:
- |                                                      |          |
|------------------------------------------------------|----------|
| (a) START DATE (MONTH-YEAR):                         | _____    |
| (b) COMPLETION DATE (MONTH-YEAR)                     | _____    |
| (c) GROSS COST (Rounded to Nearest Thousand Dollars) | \$ _____ |
7. (a) PROJECT STARTING DATE (MONTH-YEAR): June 1997  
(b) PROJECT FINISHING DATE (MONTH-YEAR): August 1997



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 100,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 100,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ _____           | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ <u>100,000.</u> | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0
- \_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Allowance for refurbishment and new construction established by staff.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Existing bars and equipment will not be maintained and upgraded on a timely basis.  
New permanent locations proposed will not be established.

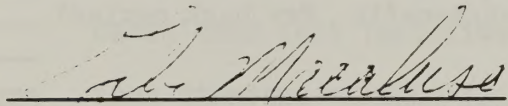
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

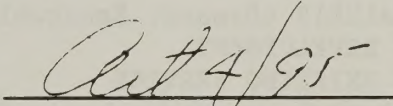
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 189.0

(b) AT CITY'S COST OF \$100,000.

(c) SCHEDULED TO START IN THE YEAR 1997

  
Signature of Department Head/  
Local Board Manager

  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: RCP-H

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.

2. PROJECT NAME: Hamilton Place ~ Carpet Replacement

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replace floor carpeting in corridors, meeting rooms, offices, orchestra, piano nobile and balcony levels. Approximately 4,500 square yards of carpeting will be replaced. A unit price of approximately \$44.00 per square yard is budgeted for removal, purchase and installation. Replacement will be necessary to improve and update the appearance of the facility.

4. DEPARTMENT PRIORITY ORDER: 8

5. PROJECT JUSTIFICATION:

- (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
- (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
- (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
- (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
- (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
- (f) MAINTAIN EXISTING SERVICE X  
(Roads, Buildings, Other basic infrastructure)
- (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
- (h) GROWTH RELATED PROJECT \_\_\_\_\_

Describe project justification from the above perspective:

Building components must be maintained to ensure that the facility is kept in an acceptable state of repair.

6. FEASIBILITY STUDY:

- (a) START DATE (MONTH-YEAR): \_\_\_\_\_
- (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
- (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_

- 7. (a) PROJECT STARTING DATE (MONTH-YEAR): July 1998
- (b) PROJECT FINISHING DATE (MONTH-YEAR): August 1998

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 200,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 200,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                    |        |          |
|--------|--------------------|--------|----------|
| - 1996 | \$ _____           | - 2001 | \$ _____ |
| - 1997 | \$ _____           | - 2002 | \$ _____ |
| - 1998 | \$ <u>200,000.</u> | - 2003 | \$ _____ |
| - 1999 | \$ _____           | - 2004 | \$ _____ |
| - 2000 | \$ _____           | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0  
\_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital estimate developed through recent experience with other carpet replacement at the Convention Centre.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

The physical appearance of the facility must continue to be maintained and updated. By 1998, the existing carpeting will be approximately ten years in service.

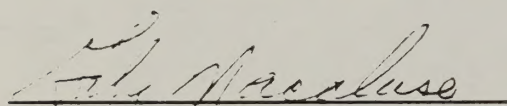
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

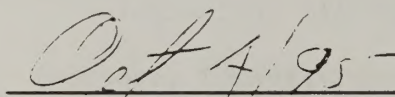
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 191.0

(b) AT CITY'S COST OF \$230,000.

(c) SCHEDULED TO START IN THE YEAR 1998

  
Signature of Department Head/  
Local Board Manager

  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: H.P. Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.

The Corporation of the City of Hamilton

PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Copps Coliseum - Replacement of Flooring
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replacement of skate resistant flooring in the rink level dressing room corridor;  
removal of carpet and replacement with tile flooring along heavy traffic areas i.e.  
office corridors, media gondola corridor.
4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 9
5. PROJECT JUSTIFICATION:
- (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) MAINTAIN EXISTING SERVICE \_\_\_\_\_ X  
(Roads, Buildings, Other basic infrastructure)
  - (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
  - (h) GROWTH RELATED PROJECT \_\_\_\_\_

Describe project justification from the above perspective:

Tile flooring in the dressing room corridor does not withstand forklift/dolly traffic  
necessitating frequent maintenance. Carpet in heavy traffic areas must be replaced,  
preferably with a more resilient flooring product i.e. vinyl tile.

6. FEASIBILITY STUDY:
- (a) START DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
  - (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_
7. (a) PROJECT STARTING DATE (MONTH-YEAR): August 1996
- (b) PROJECT FINISHING DATE (MONTH-YEAR): September 1996



8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 60,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 60,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |                   |        |          |
|--------|-------------------|--------|----------|
| - 1996 | \$ <u>60,000.</u> | - 2001 | \$ _____ |
| - 1997 | \$ _____          | - 2002 | \$ _____ |
| - 1998 | \$ _____          | - 2003 | \$ _____ |
| - 1999 | \$ _____          | - 2004 | \$ _____ |
| - 2000 | \$ _____          | - 2005 | \$ _____ |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.

11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes     

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital estimate provided by flooring contractor.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Maintenance and upkeep of flooring will not be provided for.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

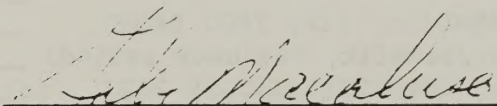
13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

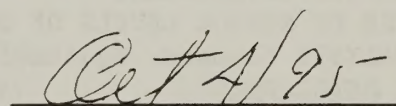
No      Yes X; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) 190.0

(b) AT CITY'S COST OF \$ 60,000.

(c) SCHEDULED TO START IN THE YEAR 1996

  
Signature of Department Head/  
Local Board Manager

  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: Copps Ticket Surcharge

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No     

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$                     

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$                     

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.



PROJECT NUMBER \_\_\_\_\_  
(Treasury to complete)

1996-2005 CAPITAL BUDGET  
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Hamilton Entertainment and Convention Facilities Inc.
2. PROJECT NAME: Hamilton Convention Centre - Carpet Replacement
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:  
Replace floor carpeting in corridors, meeting rooms, banquet hall and offices.  
Approximately 6,500 square yards of carpeting will be replaced. A unit price of  
approximately \$50.00 per square yard is budgeted for removal, purchase and  
installation. Replacement will be necessary to improve and update the appearance of  
the facility.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. DEPARTMENT PRIORITY ORDER: \_\_\_\_\_ 10
5. PROJECT JUSTIFICATION:
  - (a) STRATEGIC DIRECTION  
(Image of the City, Quality of Life, Transportation) \_\_\_\_\_
  - (b) HEALTH/SAFETY/ENVIRONMENT \_\_\_\_\_
  - (c) LEGISLATED BY SENIOR LEVELS OF GOVERNMENT \_\_\_\_\_
  - (d) NEEDS ANALYSIS (Demand, Equitable, Cost/Benefit, Pay back period) \_\_\_\_\_
  - (e) ECONOMIC DEVELOPMENT \_\_\_\_\_
  - (f) MAINTAIN EXISTING SERVICE \_\_\_\_\_ X
  - (Roads, Buildings, Other basic infrastructure)
  - (g) REDUCE ONGOING COST (Staffing and/or Operating Costs) \_\_\_\_\_
  - (h) GROWTH RELATED PROJECT \_\_\_\_\_

Describe project justification from the above perspective:  
Building components must be maintained to ensure that the facility is kept in an  
acceptable state of repair.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. FEASIBILITY STUDY:
  - (a) START DATE (MONTH-YEAR): \_\_\_\_\_
  - (b) COMPLETION DATE (MONTH-YEAR) \_\_\_\_\_
  - (c) GROSS COST (Rounded to Nearest Thousand Dollars) \$ \_\_\_\_\_
7.
  - (a) PROJECT STARTING DATE (MONTH-YEAR): July 2003
  - (b) PROJECT FINISHING DATE (MONTH-YEAR): August 2003

8. (a) GROSS COST OF PROJECT In Year-of-Start Dollars: \$ 325,000.  
(Rounded to Nearest Thousand Dollars)
- (b) LESS PROVINCIAL SUBSIDIES:  
(Identify nature of Subsidy \_\_\_\_\_  
and describe) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (c) LESS OTHER RECEIPTS (Specify): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ \$ 0
- (d) NET CITY'S COST: \$ 325,000.

9. YEAR OF EXPENDITURE (Rounded to nearest thousands of dollars):

|        |          |        |                    |
|--------|----------|--------|--------------------|
| - 1996 | \$ _____ | - 2001 | \$ _____           |
| - 1997 | \$ _____ | - 2002 | \$ _____           |
| - 1998 | \$ _____ | - 2003 | \$ <u>325,000.</u> |
| - 1999 | \$ _____ | - 2004 | \$ _____           |
| - 2000 | \$ _____ | - 2005 | \$ _____           |

10. ADDITIONAL ANNUAL OPERATING COST IN CURRENT BUDGET:

- (a) FIRST YEAR - DATE (MONTH-YEAR) N/A
- (b) COSTS (Specify items) \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- GROSS COST (All Inclusive) \$ 0
- (c) LESS RECOVERY/REVENUE (specify) \$ 0
- (d) NET CITY'S COST \$ 0
- (e) FOLLOWING YEAR - DATE (MONTH-YEAR) N/A
- (f) GROSS COST (All Inclusive) \$ 0
- \_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_
- (g) LESS RECOVERY/REVENUE (specify) \$ 0
- (h) NET CITY'S COST \$ 0

NOTE: Provide details of project costs under Section 8 and annual operating under Section 10 above. Also include programming costs, utilities, building and ground maintenance expenses, and all administrative costs under Section 10.



11. CAPITAL AND OPERATING ESTIMATE PREPARED BY:

(a) PROPERTY DEPARTMENT - ARCHITECTURAL DIVISION

No X Yes       

\_\_\_\_\_  
If yes, signature of Manager of Architectural Division

(b) If no, the basis of assumptions Capital estimate developed through recent experience with same project at the Convention Centre.

12. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

The physical appearance of the facility must continue to be maintained and updated. By 2003, the existing carpeting will be approximately eight years in service.

13. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

No X Yes       ; if yes,

(a) PROJECT NO. (1995-2004 Capital Budget) \_\_\_\_\_

(b) AT CITY'S COST OF \$ \_\_\_\_\_

(c) SCHEDULED TO START IN THE YEAR \_\_\_\_\_

*[Signature]*  
Signature of Department Head/  
Local Board Manager

*Oct 4/95*  
Date

14. FUNDING (Treasury Department To Complete):

(a) NATURE OF PROPOSED FINANCING: RCP-H

(b) RESERVE/CAPITAL LEVY FUNDING AVAILABLE:

Yes X No       

(c) IF DEBENTURE FINANCING:

(i) ANNUAL DEBENTURE FINANCING COST: \$ \_\_\_\_\_

(ii) TOTAL CARRYING COST OF RETIRING DEBT: \$ \_\_\_\_\_

NOTE: Estimates of all building related projects and the related operating cost must be provided by the Architectural Division, Property Department.

## MARKETING AND SALES COMMITTEE SECOND REPORT

The Marketing and Sales Committee presents its **SECOND** Report from its meeting held October 19, 1995 and respectfully requests approval of the following:

1. Budget Provision for Promotions/Co-Promotions

**EFFECTIVE JANUARY 1, 1996 COPPS COLISEUM BE DESIGNATED AN "OPEN" FACILITY FOR CONCERT ACTIVITY; and**

**THAT THE MANAGING DIRECTOR/CEO BE AUTHORIZED TO PROMOTE/CO-PROMOTE ENTERTAINMENT AND SPORTS EVENTS (i.e. concerts, hockey games, etc.) HAVING A TALENT FEE OF \$150,000. U.S. PER EVENT OR LESS FOR H.E.C.F.I. FACILITIES; and**

**THAT ANY TALENT FEE IN EXCESS OF \$150,000. U.S. BE APPROVED BY THE H.E.C.F.I. BOARD WITH THE FOLLOWING PROVISIO:**

- (i) THAT IN THE EVENT TIME IS OF THE ESSENCE, THE \*BOARD AND COMMITTEE CHAIRMEN WILL BE REQUESTED TO PROVIDE THE NECESSARY APPROVAL(S) OR REJECTION(S) AND TO PRESENT A SUBSEQUENT REPORT TO THE NEXT REGULARLY SCHEDULED BOARD MEETING; and**

**THAT A MINIMUM OF \$150,000. BE ALLOCATED IN THE 1996 OPERATING BUDGET FOR POSSIBLE LOSSES PROMOTING OR CO-PROMOTING EVENTS.**

**\* IN THE EVENT THAT ALL BOARD AND STANDING COMMITTEE CHAIRMEN CANNOT BE AVAILABLE, A QUORUM OF TWO (2) - THE BOARD CHAIRMAN AND ONE STANDING COMMITTEE CHAIRMAN, BE AUTHORIZED TO PROVIDE THE APPROVAL/REJECTION.**

2. Commercial/Non-Profit Rental Rates : Hamilton Place

**EFFECTIVE IMMEDIATELY, NON-PROFIT RENTAL RATES NOT BE MADE AVAILABLE TO ORGANIZATIONS THAT DO NOT FUNCTION AS A PERFORMING ARTS ENTITY.**

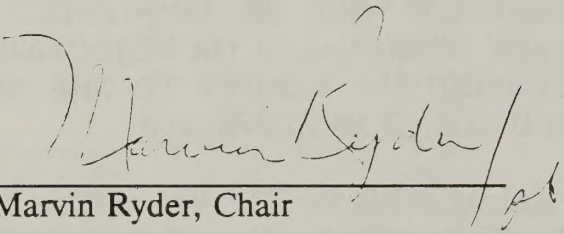


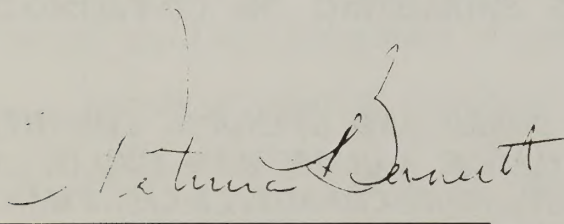
3. Copps Coliseum Display Advertising Sales

**THE AGREEMENT WITH NEON PRODUCTS LTD. AS EXCLUSIVE SALES AGENT FOR INTERIOR DISPLAY ADVERTISING SALES AT COPPS COLISEUM BE RENEWED FOR A ONE (1) YEAR PERIOD, COMMENCING DECEMBER 1, 1995; and**

**THAT A CONTRACTUAL AGREEMENT BE DEVELOPED IN CONSULTATION WITH THE SOLICITORS FOR THE CITY OF HAMILTON IN ACCORDANCE WITH THE TERMS AND CONDITIONS CONTAINED IN MANAGEMENT'S OCTOBER 11TH, 1995 REPORT.**

Respectfully submitted,

  
Marvin Ryder, Chair

  
Patricia Bennett, Secretary

D

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: October 20, 1995

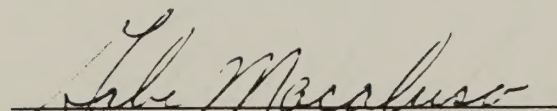
SUBJECT: COMMUNITY DINNER :  
Gallery of Distinction : November 15, 1995  
Hamilton Convention Centre

**RECOMMENDATION:**

**THAT H.E.C.F.I. PURCHASE A TABLE OF TEN (10) TICKETS TO THE GALLERY OF DISTINCTION INDUCTEE DINNER TO BE HELD WEDNESDAY, NOVEMBER 15, 1995 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$600.**

**BACKGROUND:**

- The H.E.C.F.I. Board of Directors historically has purchased a table at the Gallery of Distinction event.
- The event has always been held at the Convention Centre where the Gallery itself is located.
- Funds have been included in the 1995 operating budget for this event.

  
Gabe Macaluso  
Managing Director/CEO





## Hamilton Gallery of Distinction

c/o Paul Jaggard  
Ernst & Young  
100 King Street West  
Hamilton, Ontario L8P 1A2

October 13, 1995

### Hamilton Gallery of Distinction 1995 Inductees

**Sean O'Sullivan, Irving Zucker, Enrico Mancinelli,  
Jackie Washington and Dennis Whitaker**

On behalf of the Board of Directors of the Hamilton Gallery of Distinction, I invite you to attend the 1995 Induction Ceremonies and Dinner.

This year we are honouring five prominent citizens whose accomplishments, detailed in the accompanying brochure, have brought renown to our community. Please join us to recognize their contributions on Wednesday, November 15, 1995 at the Hamilton Convention Centre. A reception is scheduled for 6:00 p.m., followed by dinner at 7:00 p.m.

Tickets are \$65 per person; tables of 10 are available for \$600. If you would like to attend, please return the completed tear-off portion of the brochure, along with your cheque, in the enclosed postage-paid envelope.

We look forward to seeing you on the 15th.

Sincerely,

P. R. Jaggard  
Director - Gallery of Distinction

Encl.

E

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso  
Managing Director/CEO

DATE: October 20, 1995

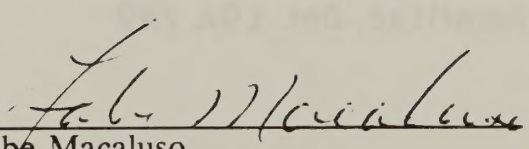
SUBJECT: COMMUNITY DINNER:  
B'Nai Brith Sports Dinner, February 5, 1996  
Hamilton Convention Centre

**RECOMMENDATION:**

**THAT THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE A TABLE OF TEN (10) TO THE B'NAI BRITH SPORTS DINNER TO BE HELD MONDAY, FEBRUARY 5, 1996 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$1000.**

**BACKGROUND:**

- The H.E.C.F.I. Board of Directors historically has purchased a table at the B'Nai Brith Sports Dinner.
- The event is held at the Convention Centre and is a high-profile community event.
- Funds will be included in the 1996 operating budget to cover the cost of the event.

  
Gabe Macaluso  
Managing Director/CEO





SPORTS CELEBRITY DINNER

# Viceroy Reading Lodge

Number 886, Hamilton, Ontario, Canada

45th Annual Sports Night - Monday, February 5th, 1996

All correspondence to: Stephen Foster, KMJ Products Ltd., 143 Hester Street, Hamilton, Ontario L9A 2N9

## INVOICE

**TO: HECFI  
101 York Blvd  
Hamilton, Ontario  
L8P 4R5**

**Attn Pat Bennett**

**RE: Invoice for B'Nai Brith Sports Dinner**

**10 Tickets @ \$100.00 per seat..... \$1000**

**Ticket # 151-160**

**7% GST included in price  
G.S.T. Registration # R125285643**

**Balance Due..... \$1000**

**Please make cheque payable to B'Nai Brith  
and forward to:**

**Stephen Foster  
c/o KMJ Products Ltd.  
143 Hester Street  
Hamilton, Ont. L9A 2N9**

HONORARY CHAIRMAN  
AND FOUNDER  
Saul Smurick

CHAIRMAN  
Jeff Paikin

COMMITTEE  
Gord Zack  
Paul Hanover  
Leslie Levitt  
Cuppy Katz  
Stephen Foster  
Jay Rosenblatt  
Richard Levy  
Ian Yanover  
Barry Foster  
Marvin Cohen  
Ira Cowitz  
Gary Waxman  
Don Edwards  
Jerry Lewicki  
Loren Lieberman

FORMER  
GUEST SPEAKERS

Frank Pop Ivy  
Jessie Owens  
Mel Allan  
Jackie Robinson  
Lou Groza  
Otto Graham  
Jim Trimble  
Red Grange  
Bill Veeck  
Leo Durocher  
Ara Parseghian  
Bob Gibson  
Ferguson Jenkins  
Woody Hayes  
Brooks Robinson  
Peter Carelissimo  
Rusty Staub  
Don Meredith  
Joe Paterno  
Bob Devaney  
Bob Uecker  
Dick Williams  
John McKay  
Pete Rose  
John Brodie  
Dan Devine  
Thurman Munson  
Bo Schenbeckler  
Tom Seaver  
Eloy Hirsch  
Lou Holtz  
Lou Piniella  
George Blanda  
Sparky Anderson  
Fred Akers  
Ron Luciano  
Gary Carter  
Susan Nattress  
Cindy Nicholas  
Steve Stone  
Tom Lasorda  
Eddie Robinson  
Joe Kapp  
Whitey Herzog  
Johnny Bench  
Franco Harris  
Steve Garvey  
Red Holzman  
Joe Theismann  
Jon Miller  
Ang Mosca  
Marty Springstead  
Ernie Whitt  
Dave Broadfoot  
Earl Weaver  
Eddie Shack  
Shane Conlan  
Larry Csonka  
Rick Dempsey  
Dennis Hull  
Brad Park  
Rocky Bleier  
Derwood Merrill  
Larry Barnett  
Pat Riley  
Denny McLain  
Dan Fouts  
Eric Gregg  
Tony Esposito  
Hank Stram  
Pat Gillick  
Cito Gaston  
Ron MacLean  
Jerry Tarkanian

OCT 10 1995

2

191 Garden Cres.,  
Hamilton, Ont. L8V 4T3,  
Oct. 17/95

Mr. Gabe Macaluso  
Capps Coliseum  
101 York Blvd.  
Hamilton, Ont. L8R 3L4

Dear Mr. Macaluso:

I wish to express my sincere thanks to you and your staff for letting my son Neil Lottridge, whom is paralyzed from a motorcycle accident on January 2/95, to meet the players of the Toronto Maple Leafs on Thursday Sept. 28/95.

Dave Kelly took him downstairs after the game for this. Neil has been a leaf fan for many years and this was like a dream come true for him. This means a lot to him. We have pictures and videos.

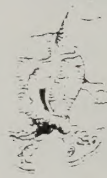
Thank you so very, very much.

Yours truly

Brian Lottridge



## Cardiac Exercise Rehabilitation Program



September 13, 1995

Dear Mr. Gabe Macaluso

I am writing to you on behalf of the MacTurtle Cardiac Rehabilitation Program to thank you for your generous donation to the MacTurtle Annual Golf Classic. Our tournament was a success again this year. The weather was great, the rain held off and we raised over \$ 18,500 to purchase new equipment for the cardiac program.

There were 140 golfers, and each and every golfer received a prize, thanks to the support of the community.

Once again thank you for your contribution to the MacTurtle Annual Golf Classic.

Sincerely,

Ellen Dixon  
Program Coordinator

# Bagatelle Communications & Management

107 Victoria Avenue South  
Hamilton, Ontario L8N 2S9

905-525-6699  
905-523-5345 Fax  
email [rueger@netaccess.on.ca](mailto:rueger@netaccess.on.ca)

September 26, 1995

John Elder  
Manager, Events Delivery  
Copps Coliseum/HECFI  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear John,

As you no doubt know, the Canadian Chamber of Commerce's Delegate party was a smashing success last weekend. As the producer for the event, I'm very proud of the welcome that we extended to the nearly eight hundred people who gathered for an evening of fun, games, entertainment, and food. Best of all, nearly every supplier, performer, and caterer was from the Hamilton-Wentworth Region. I believe that we have demonstrated once again that Hamilton is a superb location for any sort of convention or party.

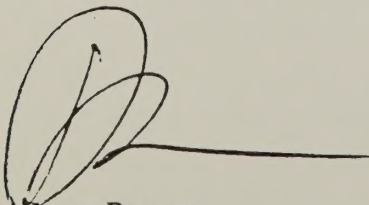
The plaza above Jackson Square is a wonderful location for events like this, and the cooperation we received from both Copps and Jackson Square made a difficult job much easier.

I wish to single out your staff at Copps for their hard work on our behalf. Each and every one of them went out of their way to accommodate our needs, and did so in a friendly and helpful style. I do not exaggerate when I say that we couldn't have done it without them!

Please be so kind as to pass on our thanks to all of the people who worked over the weekend.

Thanks again.

Yours truly



Barry Rueger  
Event Producer

cc L. Lee Kirkby - Hamilton and Region Chamber of Commerce





Fennell Avenue and West 5th.  
P.O. Box 2034 Hamilton, Ontario.  
Canada L8N 3T2  
Telephone: (905) 575-1212  
Fax: (905) 575-2378

October 11, 1995

Ms. Patricia Bennett  
Legislative Assistant  
Hamilton Entertainment and  
Convention Facilities Inc.  
Corporate Office  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4

Dear Ms. Bennett

On behalf of the Mohawk College students and staff, please extend my sincere thanks to the Board of Directors of the Hamilton Performing Arts Foundation Inc. and The Hamilton Entertainment and Convention Facilities Inc. for approving the \$500 scholarship for 1996.

The Co-ordinator of the Applied Music Program is Nicholas Deutsch. Professor Deutsch will be contacting you to discuss the selection process and disbursement.

Thank you again for the support of our Applied Music Program students.

Sincerely,

A handwritten signature in dark ink, appearing to read "Stephen J. Dunn".

Stephen J. Dunn, Chair  
Media Studies and Applied Music

cc: Professor N. Deutsch  
Awards Office



MEMO TO: **H.E.C.F.I. BOARD OF DIRECTORS**

FROM: Gabe Macaluso  
Managing Director/CEO

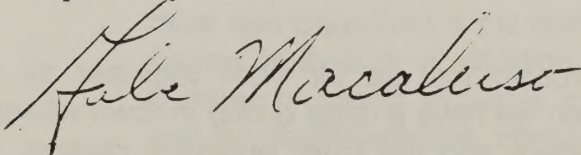
DATE: October 20, 1995

SUBJECT: **CORRESPONDENCE FROM HOSPITALITY ASSOCIATION**  
**Respecting "Local Business"**

Enclosed you will find correspondence dated September 26th from the Greater Hamilton Hotel and Hospitality Association requesting an appearance before the H.E.C.F.I. Board of Directors to discuss the Hamilton Convention Centre vis-a-vis local hotels and banquet centres. You will note my response dated October 4th advising that their request will be presented to the full Board at its meeting October 27th.

Also enclosed for your information is a report which was recently presented at the request of the Marketing and Sales Committee documenting management's definition of "local business".

Respectfully submitted,



Gabe Macaluso  
Managing Director/CEO





# Sheraton Hamilton

H O T E L

OFFICE OF THE GENERAL MANAGER

September 26, 1995

Ms. Mary Dow  
Chairman  
H.E.C.F.I.  
c/o Gabe Macaluso  
Copps Coliseum, 101 York Blvd.  
HAMILTON, ONTARIO L8R 3L4

Dear Ms. Dow:

## Re: Positioning - Convention Centre

We are writing on behalf of the Greater Hamilton Hotel and Hospitality Association. After much discussion we felt it necessary to express our deep concerns regarding the current function of the Hamilton Convention Centre.

We feel that there needs to be much more emphasis put toward selling conventions and bringing new business into Hamilton rather than on the short-term profits brought in by private functions. Private functions should be left to the local hotels and caterers.

With the economy still unstable, it is crucial that we all work together to bring conventions into the city, big or small. When we have a large group in town all sectors of business profit the hotels, the local retailers and the small business person.

We feel that shifting the focus from citywide opportunities to private functions creates a weak image of the mandate of a city convention centre. In every major city in the country a convention centre is created to attract conventions into the city.

Our positions are further weakened by the following:

- I. We have new competition on the scene from Windsor and London, and in order to maintain our present market share the convention centre must become more aggressive in pursuing business outside the Greater Hamilton area. The competition for the regional, provincial and national market is already great as we have to compete with Toronto and Ottawa.

**ITT Sheraton**  
WORLDWIDE HOTELS, INNS, RESORTS & ALL-SUITES

116 KING STREET WEST, HAMILTON, ONTARIO L8P 4V3  
PHONE: (416) 529-5515 FAX: (416) 529-8266

THE SHERATON HAMILTON HOTEL IS OWNED BY GDS HOTEL HOLDINGS CANADA INC.  
UNDER A LICENCE AGREEMENT BY SHERATON INNS





## Sheraton Hamilton HOTEL

2. With Toronto lowballing rates and convention facilities offering competitive prices - we must take note and realize there have to be some sacrifices in order for us to attract conventions into the city. Hotels in Toronto are giving away free meeting space, and their convention centre is charging a minimum rental for their function rooms. We did not have to deal with this kind of competition before and since the economic downturn in the early '90's this kind of negotiating has become a new part of doing business.
3. If the convention centre concentrates on booking private functions it will affect all of us over the long-term. In the short-term, filling the space can offset some of the deficit but we will lose our standing as a convention destination if we continue to inconvenience the conventioner who wants to come to the city by not being flexible on rental charges and by giving away opportunities because space has been allocated for private functions; we will continue to lose business in an already difficult market.
4. Our primary target must be to increase the convention business in the city as we are not a tourist destination and so that we may keep up our third place standing as a convention destination. This represents 35-40% of our total market segmentation.
5. With the number of conventions and delegates to them being reduced we are afraid that at some point some of the hotels in this area will be faced with a situation where they must consider reducing their inventory or eliminating their inventory entirely. When hotels are running 40%, 50% and 60% occupied we must ask ourselves if it is really worth it for them to continue on. It goes without saying that such a situation could cripple us in the future. By reducing the number of rooms available in the city we also reduce our capabilities to house any large conventions consequently taking away our competitive edge.

As the three downtown major hotels and as unofficial ambassadors for the city, it is our responsibility to make the conventions that take place in Hamilton a major success and we are eager to contribute in any way that we can. It would benefit us all if we could be involved in any meetings to bring in future conventions as we feel we can be instrumental in the negotiating process.





**Sheraton Hamilton**  
HOTEL

Our business is suffering a great deal and we would like the opportunity to meet with you to discuss this matter further. As a person who has worked in a hospitality-related industry for many years, we are sure you can appreciate our concerns regarding business for this city.

Please contact us through Jim Awad at the Sheraton Hamilton at 317-4505 ext. 2000 to set up a meeting. We look forward to hearing from you.

Sincerely,

Jim Awad /BA  
General Manager  
Sheraton Hamilton

Dermot McKeown /BA  
General Manager  
Howard Johnson/Royal Connaught

Jerry Attard /BA  
General Manager  
Ramada Hotel

br

cc: Mayor Morrow  
G. Macaluso ✓



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

Corporate Office  
101 York Boulevard  
Hamilton, Ontario  
L8R 3L4  
Tel. (905) 546-4000  
Fax. (905) 527-6856

1995 October 4

Mr. Jim Awad  
General Manager  
**SHERATON HAMILTON HOTEL**  
116 King Street West  
HAMILTON, ON L8P 4V3

Dear Mr. Awad:

This will formally acknowledge the September 26th correspondence from Messrs. Dermot McKeown, Jerry Attard and yourself on behalf of the Greater Hamilton Hotel and Hospitality Association regarding "...the current function of the Hamilton Convention Centre."

Your correspondence will be directed to the full Board at its next Regular meeting October 27th after which I will contact you to report any decisions or recommendations which have been made.

Sincerely,

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

Gabe Macaluso  
Managing Director/CEO

cc: Mayor R. Morrow  
Mrs. M. Dow, H.E.C.F.I. Board Chair



**MEMO TO:**           **MARKETING AND SALES COMMITTEE**

**FROM:**            Mr. Gabe Macaluso, Managing Director/CEO  
                      Mr. Sal Farrauto, Hospitality Programming & Sales Manager

**DATE:**             1995 October 10

**SUBJECT:**         **DEFINITION OF LOCAL BUSINESS**

**RECOMMENDATION:**

**THAT THE FOLLOWING REPORT BE RECEIVED FOR INFORMATION.**

**BACKGROUND:**

At its meeting held September 21st, the Marketing & Sales Committee requested that management provide a report outlining the definition of local business.

At City Council's August 27th, 1985 meeting the following resolution was carried: "That Council recommend to the Convention Centre Board of Directors that they redirect their emphasis to attract National and International Conventions and Business and that they decrease efforts to attract Local business."

Management currently considers the following types of bookings to be "Local Business". This business is unsolicited and is derived from repeat bookings, phone and walk-in inquiries.

**BANQUETS:**

The Banquets category includes breakfast, luncheons, dinners, and dinner/dances and receptions.

**TYPES OF BANQUETS**

**EXAMPLES**

**Corporate**

**Dofasco Quarter Century Club, Stelco  
Quarter Century Club, Toronto Dominion  
Bank**

**Corporate Christmas**

**Canada Trust, Eastgate Ford, Dell Chemists**

**TYPES OF BANQUETS**

**EXAMPLES**

**Prestigious**

**B'Nai Brith, Hamilton Gallery of Distinction,  
Citizen of the Year, Cdn. Football Hall of  
Fame Induction**

**Local Association**

**Hamilton Auto Club, Womens Canadian  
Club**

**Ethnic Communities**

**Philipino, Italian**

**Graduation/Proms**

**Bishop Ryan, St. Mary's, Mohawk College,  
McMaster University**

**Receptions**

**McMaster University, Hamilton  
Beautification Awards**

**Weddings, Retirements &  
Anniversaries**

**Fire Chiefs Retirement, Mascia Wedding**

**Outside Catering**

**Art Gallery, Hamilton Place (New Faces)**

**MEETINGS**

**TYPES OF MEETINGS**

**EXAMPLES**

**Corporate**

**Ernst & Young, Westinghouse**

**Product Launches**

**General Motors, Air Canada**

**Continuing Education/  
Human Resources Development**

**McMaster University, Bell Canada, Human  
Resources Development Canada**

**Business Seminars**

**Fred Prior Seminars, Financial Concept  
Group**

**LOCAL CONSUMER AND TRADE SHOW**

**EXAMPLES**

**Prestige Bridal Show, Winter Festival of  
Friends**



**LOCAL CONVENTIONS**

**EXAMPLES**

Niagara Church House, McMaster Critical  
Care Conference

**OTHER**

**TYPES OF OTHER**

**EXAMPLES**

Community Events

Festitalia Vino e Amore, Oktoberfest

Dances

Bermuda Triangle Productions, Super Party  
New Years Eve

Fashion Shows

Prestige Bridal Shows

Concerts

Boris Brott Summer Music Festival

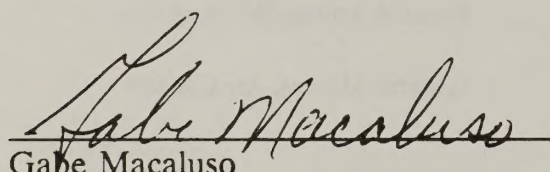
Sales & Auctions

Carpet, Leather, Clothing

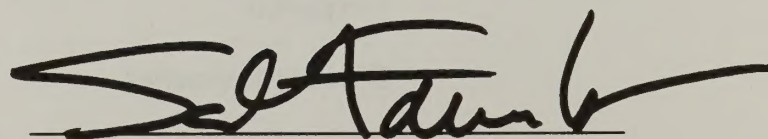
Charity Casinos

Upper Canada Casino Inc., Metro Casino  
Management, Paradise Casino

Respectfully submitted,



Gabe Macaluso  
MANAING DIRECTOR/CEO



Sal Farrauto  
HOSPITALITY PROGRAMMING  
& SALES MANAGER

3

**HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, September 29, 1995**

**9:00 a.m.**

**Hamilton Convention Centre, Room 314**

**MINUTES**

**PRESENT:**

Mrs. M. Dow, Chair  
Alderman T. Anderson, First Vice Chair  
Alderman B. Charters, Second Vice Chair  
Alderman T. Jackson  
Mrs. J. Isbester  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. S. Monzavi  
Mr. J. Nelson  
Mr. F. Deys  
Mr. G. Kay

**ALSO PRESENT:**

Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto  
Mr. B. Parsons

**REGRETS:**

Mayor R. Morrow  
Alderman H. Merling



1. Opening Remarks

The Chair called the meeting to order at 9:10 a.m., welcomed everyone and presented a four-minute video entitled "*Life's Little Lessons*". The video had been originally produced as an "opener" by the CMA for its annual convention and contains brief, rhetorical statements. Following the presentation of the video Mrs. Dow acknowledged some of the activities which staff have been involved with during the course of the summer, i.e. - the cleaning of graffiti from Cops Coliseum; installation of Convention Centre carpets; booking events such as Charlie Major and Reba McEntire; hosting the CCMA and Chamber of Commerce conventions.

A. Operations Committee Fifth Report

**MOVED** by Mr. Kay, seconded by Alderman Anderson that

**THE OPERATIONS COMMITTEE FIFTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

Hamilton Convention Centre - Refurbishment of Banquet Chairs

**THAT THE LOWEST OF FIVE (5) QUOTATIONS SUBMITTED BY NORAM INTERIORS LTD., ETOBICOKE TO REFURBISH A QUANTITY OF 2,500 BANQUET CHAIRS AT A UNIT COST OF \$28.50 AND TOTAL COST OF \$71,250. EXCLUDING TAXES, BE ACCEPTED; and**

**THAT THE COST OF THIS EXPENDITURE BE FINANCED FROM THE CAPITAL WORK-IN-PROGRESS ACCOUNT NOS. CF 5200 929441028/929541016 - REPLACE/RENOVATE FACILITIES AND EQUIPMENT.**

**MOTION CARRIED.**

B. Finance and Administration Committee Fourth Report

MOVED by Mrs. Isbester, seconded by Mr. Kujavsky that

**THE FINANCE AND ADMINISTRATION COMMITTEE FOURTH REPORT  
BE APPROVED AND THE FOLLOWING RECOMMENDATIONS  
ENDORSED:**

1996 - 2005 Capital Budget Programme - Process and Timetable

**THE PROCESS AND TIMETABLE FOR THE 1996 - 2005 CAPITAL  
BUDGET PROGRAMME BE AS FOLLOWS:**

|                                                                             |                                                                                                                                                                                               |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| October 13, 1995                                                            | The 1996 - 2005 Capital Budget Programme will be forwarded to all H.E.C.F.I. Board Members with an invitation to attend at their option the Operations Committee Meeting on October 18, 1995. |
| October 18, 1995<br>Regular Meeting of Operations Committee                 | A full presentation of the 1996 - 2005 Capital Budget Programme will be made to the Operations Committee for its review and approval.                                                         |
| October 19, 1995<br>Regular Meeting of Finance and Administration Committee | The 1996 - 2005 Capital Budget Programme as recommended by the Operations Committee will be forwarded to the Finance and Administration Committee to approve the method of financing.         |
| October 27, 1995<br>Regular H.E.C.F.I. Board Meeting                        | The Operations Committee and the Finance and Administration Committees will recommend the 1996 - 2005 Capital Budget Programme to the full Board for Approval.                                |



Scholarship Fund: Hamilton Performing Arts Foundation Inc.

**THE APPLIED MUSIC PROGRAMME AT MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY BE INCLUDED IN THE HAMILTON PERFORMING ARTS FOUNDATION SCHOLARSHIP PROGRAMME; and**

**THAT TWO (2) ANNUAL SCHOLARSHIPS IN THE AMOUNT OF \$500. EACH BE AWARDED TO ONE STUDENT ENROLLED IN THE APPLIED MUSIC PROGRAMME AT MOHAWK COLLEGE AND ONE STUDENT OF MCMASTER UNIVERSITY ENROLLED IN THE ARTS PROGRAMME FOR THE YEAR 1996.**

**MOTION CARRIED.**

**C. Community Dinner: Jack MacDonald Sesquicentennial Dinner & Tribute, January 25, 1996**

**MOVED** by Mr. Kay, seconded by Mr. Nelson that

**A TABLE OF TEN (10) TICKETS AT \$600. BE PURCHASED ON BEHALF OF THE BOARD OF DIRECTORS TO THE JACK MACDONALD SESQUICENTENNIAL DINNER & TRIBUTE TO BE HELD JANUARY 25, 1996 AT THE HAMILTON CONVENTION CENTRE.**

**MOTION CARRIED.**

**2. Correspondence**

Correspondence included in the agenda package as attachment 2 was received as information.

3. Minutes of Regular Meeting Held June 30, 1995

It was noted that the title page of the June 30th minutes incorrectly cited the time of the meeting at 8:00 a.m. and that the meeting was actually scheduled to begin at 9:00 a.m. It was

**MOVED** by Alderman Anderson, seconded by Mr. Tidball that

**THE MINUTES OF THE REGULAR MEETING HELD JUNE 30, 1995 BE APPROVED AS AMENDED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

4.1 Financial Summary for the Eight Month Period Ended August 31, 1995

The Board received the report, Financial Summary for the Eight Month Period Ended August 31, 1995, as information.

4.2 Convention Centre Parking for Delegates, Clients, Patrons

The Board received management's August 9th report respecting Convention Centre parking for delegates, clients, patrons. Mr. Macaluso advised that HCC and Parking Authority staff (Sal Farrauto and Guy Corsini respectively) have been directed to develop a list of events which would qualify for discounted parking. It was agreed that the issue of the Parking Authority being subsidized directly by the City for discounted parking would be further discussed internally.

During discussion, Alderman Anderson clarified that the mandate of the Parking Authority is to provide a service, i.e. - provide parking where there is a need.

Alderman Anderson advised that he will replace Alderman Agostino on the Parking Authority Board of Directors.



4.3 City of Hamilton "Smoke-Free" by the Year 2000

In response to Mr. Ryder's query, Alderman Charters advised that City Council adopted a resolution to adhere to a region-wide policy if and when such a policy is endorsed by all of the municipalities within the Hamilton Wentworth Region.

5. Private and Confidential

**MOVED** by Mr. Tidball, seconded by Mrs. Isbester that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:40 A.M.**

**MOTION CARRIED.**

**MOVED** by Mrs. Isbester, seconded by Mr. Kujavsky that

**THE IN-CAMERA SESSION BE ADJOURNED AT 10:30 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

7.1 Time of Regular Board Meetings

Mrs. Isbester requested that the Board, at its next Regular Meeting, reconsider the issue of the time of the full Board meetings reverting back to 8:00 a.m.

8. Date of Next Meeting

Friday, October 27, 1995  
9:00 a.m. : Breakfast Served at 8:30 a.m.  
Location to be Determined

9. Adjournment

The meeting adjourned at 10:47 a.m.

TAKEN AS READ AND APPROVED

\_\_\_\_\_  
Mary Dow, Chair

\_\_\_\_\_  
Patricia Bennett, Secretary



## Financial Summary

### For The Nine Month Period Ended September 30, 1995

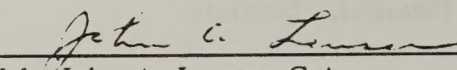
| Actual Results<br>For the Nine<br>Month Period Ended<br>September 30, 1994 |                              | (1)<br>Budget       | (2)<br>Actual       | (3)<br>Favourable<br><Unfavourable><br>Budget Variance |
|----------------------------------------------------------------------------|------------------------------|---------------------|---------------------|--------------------------------------------------------|
| \$4,389,468.                                                               | Revenue                      | \$4,430,586.        | \$5,021,131.        | \$590,545.                                             |
| <u>6,280,962.</u>                                                          | Expenses                     | <u>6,268,121.</u>   | <u>6,481,474.</u>   | <u>&lt;213,353.&gt;</u>                                |
|                                                                            | Excess of Expenses           |                     |                     |                                                        |
| <u>\$1,891,494.</u>                                                        | Over Revenue From Operations | <u>\$1,837,535.</u> | <u>\$1,460,343.</u> | <u>\$377,192.</u>                                      |

#### Comments:

HECFI's municipal contribution was under-expended by \$377,192. (see row 3, column 3 above) for the nine month period ended September 30, 1995. This represents an increase of \$57,418. in the under-expended amount reported to you last month for the eight month period ended August 31, 1995.

The favourable results for the nine month period arose primarily due to revenue exceeding budget by \$590,545. or 13.3% while expenses incurred to service this additional revenue increased by only \$213,353. or 3.4%.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

  
Mr. John A. Leuser, C.A.  
Director of Finance and Administration

1995 October 16



# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

|                                                   | (1)                      | (2)                                                                                            | (3)                                                                                          | (4)                                                        | (5)          | (6)                                                                                          |
|---------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------|
|                                                   | Annual<br>1995<br>Budget | Budgeted<br>Operating<br>Results For<br>The Nine<br>Month<br>Period Ended<br>September<br>1995 | Actual<br>Operating<br>Results For<br>The Nine<br>Month<br>Period Ended<br>September<br>1995 | Favourable/<br>(Unfavourable)<br>Budget Variance<br>Amount | %            | Actual<br>Operating<br>Results For<br>The Nine<br>Month<br>Period Ended<br>September<br>1994 |
| <b>REVENUE</b>                                    |                          |                                                                                                |                                                                                              |                                                            |              |                                                                                              |
| RENTAL, LICENCE FEES AND SHOW REVENUE             | \$1,689,770              | \$1,248,835                                                                                    | \$1,402,222                                                                                  | \$153,387                                                  | 12.3%        | \$1,165,143                                                                                  |
| OTHER RENTALS                                     | 507,330                  | 367,535                                                                                        | 334,647                                                                                      | (32,888)                                                   | -8.9%        | 252,811                                                                                      |
| FOOD, BEVERAGE AND CONCESSIONS                    | 1,886,020                | 1,359,050                                                                                      | 1,436,797                                                                                    | 77,747                                                     | 5.7%         | 1,264,786                                                                                    |
| RECOVERIES                                        | 1,489,700                | 1,058,015                                                                                      | 1,385,025                                                                                    | 327,010                                                    | 30.9%        | 1,228,192                                                                                    |
| BOX OFFICE                                        | 337,290                  | 219,420                                                                                        | 254,768                                                                                      | 35,348                                                     | 16.1%        | 296,372                                                                                      |
| OTHER                                             | 248,370                  | 177,731                                                                                        | 207,672                                                                                      | 29,941                                                     | 16.8%        | 182,164                                                                                      |
| <b>TOTAL REVENUE</b>                              | <b>\$6,158,480</b>       | <b>\$4,430,586</b>                                                                             | <b>\$5,021,131</b>                                                                           | <b>\$590,545</b>                                           | <b>13.3%</b> | <b>\$4,389,468</b>                                                                           |
| <b>EXPENSES</b>                                   |                          |                                                                                                |                                                                                              |                                                            |              |                                                                                              |
| OPERATIONS - ADMINISTRATION                       | \$348,240                | \$261,564                                                                                      | \$261,888                                                                                    | (\$324)                                                    | -0.1%        | \$249,013                                                                                    |
| FOOD AND BEVERAGE                                 | 1,598,160                | 1,181,100                                                                                      | 1,241,268                                                                                    | (60,168)                                                   | -5.1%        | 1,156,090                                                                                    |
| EVENTS DELIVERY                                   | 2,182,160                | 1,600,266                                                                                      | 1,846,876                                                                                    | (246,610)                                                  | -15.4%       | 1,625,379                                                                                    |
| BUILDING OPERATIONS                               | 1,468,020                | 1,103,970                                                                                      | 1,096,016                                                                                    | 7,954                                                      | 0.7%         | 1,017,298                                                                                    |
| MARKETING AND PROMOTION                           | 1,504,560                | 1,023,463                                                                                      | 1,010,191                                                                                    | 13,272                                                     | 1.3%         | 1,052,204                                                                                    |
| ADMINISTRATION - CEO/BOARD                        | 298,800                  | 225,229                                                                                        | 212,604                                                                                      | 12,625                                                     | 5.6%         | 217,968                                                                                      |
| PROFESSIONAL FEES                                 | 40,690                   | 29,818                                                                                         | 18,279                                                                                       | 11,539                                                     | 38.7%        | 26,589                                                                                       |
| FINANCE AND ADMINISTRATION                        | 648,610                  | 486,725                                                                                        | 449,735                                                                                      | 36,990                                                     | 7.6%         | 499,505                                                                                      |
| BOX OFFICE                                        | 353,160                  | 257,607                                                                                        | 254,615                                                                                      | 2,992                                                      | 1.2%         | 264,744                                                                                      |
| INSURANCE                                         | 131,170                  | 98,379                                                                                         | 90,002                                                                                       | 8,377                                                      | 8.5%         | 92,962                                                                                       |
| PROVISION FOR CAPITAL REPLACEMENT                 | 0                        | 0                                                                                              | 0                                                                                            | 0                                                          | 0.0%         | 79,210                                                                                       |
| <b>TOTAL EXPENSES</b>                             | <b>\$8,573,570</b>       | <b>\$6,268,121</b>                                                                             | <b>\$6,481,474</b>                                                                           | <b>(\$213,353)</b>                                         | <b>-3.4%</b> | <b>\$6,280,962</b>                                                                           |
| EXCESS OF EXPENSE OVER<br>REVENUE FROM OPERATIONS | \$2,415,090              | \$1,837,535                                                                                    | \$1,460,343                                                                                  | \$377,192                                                  | 20.5%        | \$1,891,494                                                                                  |
| CONTRIBUTION FROM THE CITY                        | \$2,415,090              | \$1,837,535                                                                                    | \$1,837,535                                                                                  | \$0                                                        | 0.0%         | \$1,820,023                                                                                  |
| <b>UNDER EXPENDED MUNICIPAL CONTRIBUTION</b>      | <b>\$0</b>               | <b>\$0</b>                                                                                     | <b>\$377,192</b>                                                                             | <b>\$377,192</b>                                           | <b>0.0%</b>  | <b>(\$71,471)</b>                                                                            |

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



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URBAN/MUNICIPAL  
CAY ON HBL V89  
A35  
1995

HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, November 24, 1995  
8:30 a.m. *Breakfast*  
9:00 a.m. *Meeting*  
Hamilton Convention Centre  
Room 314

URBAN MUNICIPAL

NOV 22 1995

ORDER OF BUSINESS

GOVERNMENT DOCUMENTS

---

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

*ACTION ITEMS*

A. *Operations Committee Seventh Report*

*Attachment A*

B. *Finance and Administration Committee Sixth Report*

*Attachment B*

*INFORMATION ITEMS*

2. Correspondence

Attachment 2

3. Minutes of Regular Meeting Held October 27, 1995

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Nine Month  
Period Ended October 31, 1995

Attachment 4.1

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: *Friday, December 29, 1995 or*  
*At the Call of the Chair*  
*Location to be Determined*

9. Adjournment

---

OUTSTANDING BUSINESS

---



RECEIVED

RECEIVED

A

DECLARATION OF INTEREST

The undersigned, \_\_\_\_\_, of the County of \_\_\_\_\_, State of \_\_\_\_\_, do hereby declare that I am not a member of the \_\_\_\_\_, and I am not a member of the \_\_\_\_\_.

1. I, \_\_\_\_\_, do hereby declare that

that the \_\_\_\_\_ policy \_\_\_\_\_ of \_\_\_\_\_ is \_\_\_\_\_.

that the \_\_\_\_\_ policy \_\_\_\_\_ of \_\_\_\_\_ is \_\_\_\_\_.

that the \_\_\_\_\_ policy \_\_\_\_\_ of \_\_\_\_\_ is \_\_\_\_\_.

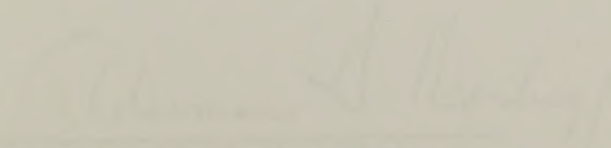
that the \_\_\_\_\_ policy \_\_\_\_\_ of \_\_\_\_\_ is \_\_\_\_\_.

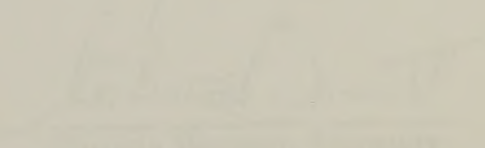
2. I, \_\_\_\_\_, do hereby declare that

that the \_\_\_\_\_ policy \_\_\_\_\_ of \_\_\_\_\_ is \_\_\_\_\_.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

Witness my hand and seal this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

  
William H. Heston, Clerk

  
\_\_\_\_\_, Secretary





A

## OPERATIONS COMMITTEE SEVENTH REPORT

The Operations Committee presents its **SEVENTH** Report from its meeting held November 15, 1995 and respectfully requests approval of the following:

1. HCC: Policy Respecting Donated Wine

**THAT THE CURRENT POLICY RESPECTING DONATED WINE BE RESCINDED; and**

**THAT AS THE LIQUOR LICENCE ACT, R.S.O., 1990 AND THE REGULATIONS CONTAINED THEREIN, GOVERN THE SALE AND SERVICE OF LIQUOR, A CLIENT MAY REQUEST TO PROVIDE LIQUOR AT THEIR EVENT UNDER A SPECIAL OCCASION PERMIT (ONTARIO REGULATION 389/91) SUBJECT TO:**

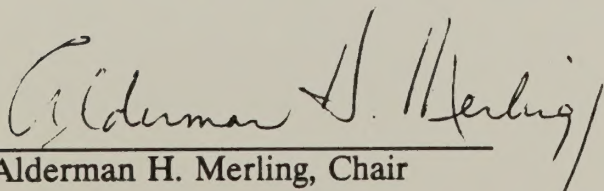
- a) **APPROVAL OF SUCH REQUEST BY MANAGEMENT PRIOR TO THE EVENT; and**
- b) **A CORKAGE FEE, PER BOTTLE, BEING CHARGED AT THE DISCRETION OF MANAGEMENT.**

2. CC: Proposed Price Increases on Food and Beverage Concession Items

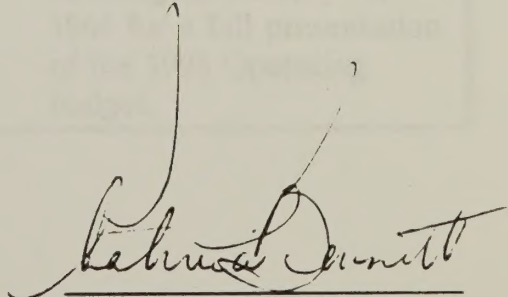
**THAT THE FOLLOWING INCREASES TO FOOD AND BEVERAGE CONCESSION ITEMS BE APPROVED EFFECTIVE 1995 DECEMBER 1:**

- a) **jumbo hot dog from \$2.75 to \$3.00**
- b) **soft drinks : 20 ounce from \$2.00 to \$2.25**  
**: 32 ounce from \$2.50 to \$2.75**
- c) **draft beer (14 ounce) from \$3.75 to \$4.00.**

Respectfully submitted,

  
Alderman H. Merling, Chair

26

  
Patricia Bennett, Secretary



UNITED STATES DEPARTMENT OF JUSTICE

THE UNITED STATES OF AMERICA, by and through the undersigned, do hereby certify that the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

That the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

That the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

That the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

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That the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

That the following is a true and correct copy of the original as the same appears in the files of the Department of Justice:

Respectfully,  
[Signature]

[Signature]  
[Name]  
[Title]

[Signature]  
[Name]  
[Title]

B

## FINANCE AND ADMINISTRATION COMMITTEE SIXTH REPORT

The Finance and Administration Committee presents its **SIXTH** Report from its meeting held November 16, 1995 and respectfully requests approval of the following:

1. 1996 Operating Budget - Tentative Timetable and Process

**THAT THE FOLLOWING TENTATIVE TIMETABLE AND PROCESS BE RECOMMENDED TO THE BOARD FOR APPROVAL:**

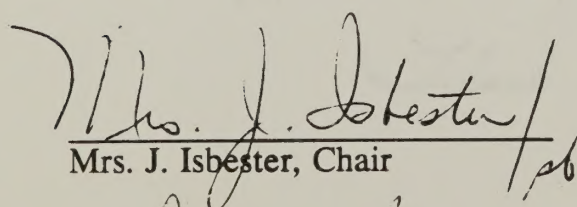
|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 18, 1996 | <p>The 1996 Marketing Plan and the 1996 Operating Budget be forwarded to all HECFI Board Members with an invitation to attend:</p> <ul style="list-style-type: none"><li>- the Marketing and Sales Committee Meeting on January 24, 1996 for a full presentation of the 1996 Marketing Plan, including the 1996 Revenue and Marketing Expense Budgets; and</li><li>- the Operations Committee Meeting on January 24, 1996 or the Finance and Administration Committee Meeting on January 25, 1996 for a full presentation of the 1996 Operating budget.</li></ul> |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

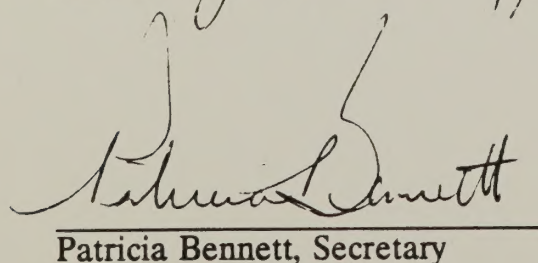




|                                  |                                                                                                                                                           |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 24, 1996<br>(8:00 a.m.)  | A full presentation of the 1996 Marketing Plan, including the 1996 Revenue and Marketing Expense Budgets, be made to the Marketing and Sales Committee.   |
| January 24, 1996<br>(12:00 noon) | A full presentation of the 1996 Operating Budget be made to the Operations Committee.                                                                     |
| January 25, 1996<br>(8:00 a.m.)  | A full presentation of the 1996 Operating Budget be made to the Finance and Administration Committee.                                                     |
| February 2, 1996<br>(9:00 a.m.)  | Recommendations from the applicable Standing Committees regarding the 1996 Marketing Plan and the 1996 Operating Budget be considered by the HECFI Board. |

Respectfully submitted,

  
Mrs. J. Isbester, Chair

  
Patricia Bennett, Secretary





2-

N7V

E. Carr  
402-24 Midland Ave.  
Kitchener Ont. N2H2A8  
Oct 30/95

To Whom It Concerns

We wish to express our sincere thanks  
and appreciation for your kindness & co-operation  
you gave to the team of the Bellevue  
Conventions held on your grounds Oct 26-28<sup>th</sup>

Kenneth Capeland announced it to the entire  
attendance on the Sat evening how well they were  
all received & made welcome & treated with great  
respect by you & your workers etc.

Also that they would be coming back to  
Canada to you at future date.

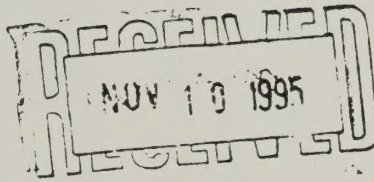
As a Canadian it made me feel so very  
proud & glad to have you show such hospitality  
to our Smith of the Order friends & fellowships.

Had to write & let you know our  
deep appreciation for the same.

Thank You  
Sincerely Yours  
E. Carr







NOV 10 1995

October 31, 1995

To whom it may concern,

My dad and I attended the Canadian 1995 Victory Campaign at the Copps Coliseum October 26, 27 & 28. The speakers were Kenneth & Gloria Copeland. I am writing to thank the staff of the Coliseum for being so attentive to the needs of Kenneth Copeland Ministries. Brother Copeland said at one of the meetings that they were being treated like royalty and he suggested we write to tell you how much it was appreciated. Our personal contact with the staff at the Coliseum was equally pleasant. We were always treated with a smile and our questions/concerns were always handled promptly and efficiently. The staff at the Copps Coliseum is an asset to Hamilton Ontario. God bless the Copps Coliseum and it's staff.

Sincerely,

*Carl & Rita Benson*

Carl & Rita Benson





3.

**THE HAMILTON ENTERTAINMENT AND  
CONVENTION FACILITIES INC.**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Friday, October 27, 1995**

**9:00 a.m.**

**Hamilton Convention Centre  
Albion "C"**

**MINUTES**

**PRESENT:** Mrs. Mary Dow, Chair  
Alderman T. Anderson, First Vice-Chair  
Alderman B. Charters, Second Vice-Chair  
Mayor R. Morrow  
Alderman H. Merling  
Alderman T. Jackson  
Mr. W. Tidball  
Mr. M. Ryder  
Mr. J. Kujavsky  
Mr. G. Kay  
Mrs. J. Isbester  
Mr. F. Deys  
Mr. S. Monzavi  
Mr. J. Nelson

**ALSO PRESENT:** Mr. G. Macaluso  
Mr. J. Leuser  
Mr. B. Calder  
Mr. S. Farrauto  
Mr. B. Parsons





1. Opening Remarks

Mrs. Dow called the meeting to order at 9:06 a.m. expressing the hope that when the Board meets at its regular time in November Canada is unified with ten provinces and two territories in tact.

A. Operations Committee Sixth Report

**MOVED** by Mr. Kay, seconded by Alderman Charters that

**THE OPERATIONS COMMITTEE SIXTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:**

1996 - 2005 Provisional Capital Budget

**THAT THE CAPITAL PROJECTS IN THE TEN YEAR 1996 - 2005 PROVISIONAL CAPITAL BUDGET AS PRESENTED IN MANAGEMENT'S OCTOBER 10, 1995 REPORT BE APPROVED.**

Hall of Fame: Ontario Sportswriters and Sportscasters (OSSA)

**THAT THE CLUB LOUNGE IN COPPS COLISEUM BE DESIGNATED AS *THE ONTARIO SPORTSWRITERS AND SPORTSCASTERS ASSOCIATION HALL OF FAME*; and**

**THAT ALL COSTS RELATED TO THE HALL OF FAME BE ASSUMED BY THE OSSA; and**

**THAT A H.E.C.F.I. REPRESENTATIVE BECOME A MEMBER OF THE OSSA ORGANIZING COMMITTEE WHICH WILL REPORT TO THE H.E.C.F.I. OPERATIONS COMMITTEE ALL MATTERS RELATING TO THE HALL OF FAME; and**

**THAT A CONTRACT BE DEVELOPED IN CONSULTATION WITH THE CITY'S LAW DEPARTMENT.**

**MOTION CARRIED.**



1. Introduction

The undersigned is a member of the U.S. District Court for the District of Columbia. I am writing this letter to inform you of the results of the hearing held on the matter of the proposed settlement of the case.

2. Proposed Settlement

At the hearing, the parties presented evidence and arguments regarding the proposed settlement. The court has carefully reviewed the evidence and the arguments presented by both parties.

3. Court's Findings

The court finds that the proposed settlement is in the best interests of justice. The settlement is fair and equitable, and it resolves the dispute between the parties.

4. Court's Order

It is the order of the court that the proposed settlement be approved. The parties are directed to execute the settlement agreement and to file the necessary documents with the court.

This order is entered on this day of the month of the year.

Very truly yours,  
U.S. District Judge  
[Signature]

IT IS SO ORDERED.

U.S. District Court

In response to Alderman Charters query about what projects, if any, could be postponed, the Director of Operations/Events Delivery advised that the only project which he believed could be postponed is the flooring/carpet replacement at Copps Coliseum.

**B. Finance and Administration Committee Fifth Report**

**MOVED** by Mrs. Isbester, seconded by Mr. Ryder that

**THE FINANCE AND ADMINISTRATION COMMITTEE FIFTH REPORT  
BE APPROVED AND THE FOLLOWING RECOMMENDATIONS  
ENDORSED:**

**1996 - 2005 Provisional Capital Budget**

**THE FINANCE COMMITTEE APPROVE THE 1996 - 2005 PROVISIONAL  
CAPITAL BUDGET AS PRESENTED IN MANAGEMENT'S OCTOBER 10,  
1995 REPORT.**

**Financing for the Ten (10) Year (1996-2005) Provisional Capital Budget  
Programme**

**H.E.C.F.I.'S TEN YEAR (1996-2005) PROVISIONAL CAPITAL BUDGET  
PROGRAMME BE FINANCED FROM H.E.C.F.I.'S RESERVE FOR  
CAPITAL PROJECTS, HAMILTON PLACE TICKET SURCHARGE  
RESERVE AND COPPS COLISEUM TICKET SURCHARGE RESERVE;  
and**

**THAT THE FUTURE IMPLEMENTATION OF CAPITAL PROJECTS BE  
CONTINGENT ON THE AVAILABILITY OF CONTINUED FUNDING  
FROM H.E.C.F.I.'S CAPITAL RESERVES (AS OUTLINED ABOVE).**



IN REPLY TO YOUR LETTER OF MAY 1, 1964, REQUESTING INFORMATION  
REGARDING THE STATUS OF THE CASE OF JAMES EARL RAY,  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"

RE: JAMES EARL RAY, ALIAS "JAMES EARL RAY,"

RE: JAMES EARL RAY, ALIAS "JAMES EARL RAY,"

THE STATUS OF THE CASE OF JAMES EARL RAY, ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"

RE: JAMES EARL RAY, ALIAS "JAMES EARL RAY,"

THE STATUS OF THE CASE OF JAMES EARL RAY, ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"

RE: JAMES EARL RAY, ALIAS "JAMES EARL RAY,"

THE STATUS OF THE CASE OF JAMES EARL RAY, ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"

END

THE STATUS OF THE CASE OF JAMES EARL RAY, ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"  
ALIAS "JAMES EARL RAY," ALIAS "JAMES EARL RAY,"

Consolidation of Capital Reserves

THE CITY FINANCE AND ADMINISTRATION COMMITTEE AUTHORIZE THE CITY TREASURER TO CONSOLIDATE THE TICKET SURCHARGE - HAMILTON PLACE (CH 2X000-00207) AND TICKET SURCHARGE - COPPS COLISEUM (CH 2X000-00211) RESERVE FUND ACCOUNTS INTO THE RESERVE FUND FOR CAPITAL PROJECTS - H.E.C.F.I. (CH 2X000-00206), EFFECTIVE DECEMBER 31, 1995.

Closing of Capital Project Accounts

THAT THE BOARD OF DIRECTORS APPROVE THE FOLLOWING CAPITAL PROJECT ACCOUNTS BE CLOSED WITH \$260,121.47 OF EXCESS FINANCING RETURNED TO THE H.E.C.F.I. RESERVE ACCOUNT FOR CAPITAL PROJECTS; and

THAT THE FOREGOING BE FORWARDED TO THE CITY FINANCE AND ADMINISTRATION COMMITTEE FOR INFORMATION:

| <u>Capital<br/>Centre<br/>Number</u> | <u>Project<br/>Description</u>                                          | <u>Authorized<br/>Gross Cost</u> | <u>Expended<br/>Committed<br/>To Date</u> | <u>Balance<br/>Available</u> |
|--------------------------------------|-------------------------------------------------------------------------|----------------------------------|-------------------------------------------|------------------------------|
| CF 928851003                         | Hamilton Place<br>Replace Sound<br>System                               | \$202,000.                       | \$201,926.34                              | \$ 73.66                     |
| CF 929151016                         | Hamilton Place<br>Sound/Lighting<br>Equipment                           | \$ 83,000.                       | \$ 82,920.51                              | \$ 79.49                     |
| CF 929241003                         | Convention<br>Centre Refurbish<br>Renovate Wentworth<br>Exhibition Hall | \$250,000.                       | \$249,997.60                              | \$ 2.40                      |
| CF 929441027                         | Convention<br>Centre Wentworth<br>Exhibition Hall<br>Renovations        | \$ 70,000.                       | \$ 3,155.                                 | \$ 66,845.                   |



# Document Title

The first part of the document discusses the importance of maintaining accurate records. It states that without proper documentation, it is difficult to track progress and identify areas for improvement. The second part of the document describes the various methods used to collect and analyze data. It mentions that the data was collected over a period of six months and that the results were analyzed using statistical software. The third part of the document discusses the findings of the study and the implications for future research. It concludes that the study has provided valuable insights into the topic and that further research is needed to confirm the findings.

## Table 1: Summary of Data

This table provides a summary of the data collected during the study. It includes information on the number of participants, the duration of the study, and the various methods used to collect and analyze data. The table is organized into columns representing different categories of data, and the rows represent individual data points. The data shows that the study was conducted over a period of six months and that the results were analyzed using statistical software.

The following table provides a summary of the data collected during the study. It includes information on the number of participants, the duration of the study, and the various methods used to collect and analyze data. The table is organized into columns representing different categories of data, and the rows represent individual data points. The data shows that the study was conducted over a period of six months and that the results were analyzed using statistical software.

| Category    | Sub-category            | Value            |
|-------------|-------------------------|------------------|
| Participant | Age                     | 25.5             |
| Participant | Gender                  | Male             |
| Participant | Education               | High School      |
| Participant | Occupation              | Student          |
| Participant | Income                  | \$10,000         |
| Participant | Marital Status          | Single           |
| Participant | Religion                | Christian        |
| Participant | Political Affiliation   | Democrat         |
| Participant | Health Status           | Good             |
| Participant | Smoking Status          | Non-smoker       |
| Participant | Alcohol Consumption     | Occasional       |
| Participant | Exercise Frequency      | Regular          |
| Participant | Stress Level            | Low              |
| Participant | Sleep Duration          | 7 hours          |
| Participant | Dietary Habits          | Vegetarian       |
| Participant | Travel Frequency        | Monthly          |
| Participant | Language Spoken         | English          |
| Participant | Native Language         | Spanish          |
| Participant | Second Language         | French           |
| Participant | Third Language          | German           |
| Participant | Fourth Language         | Italian          |
| Participant | Fifth Language          | Japanese         |
| Participant | Sixth Language          | Chinese          |
| Participant | Seventh Language        | Hindi            |
| Participant | Eighth Language         | Arabic           |
| Participant | Ninth Language          | Russian          |
| Participant | Tenth Language          | Portuguese       |
| Participant | Eleventh Language       | Swedish          |
| Participant | Twelfth Language        | Dutch            |
| Participant | Thirteenth Language     | Norwegian        |
| Participant | Fourteenth Language     | Polish           |
| Participant | Fifteenth Language      | Czech            |
| Participant | Sixteenth Language      | Slovak           |
| Participant | Seventeenth Language    | Hungarian        |
| Participant | Eighteenth Language     | Romanian         |
| Participant | Nineteenth Language     | Bulgarian        |
| Participant | Twentieth Language      | Greek            |
| Participant | Twenty-first Language   | Turkish          |
| Participant | Twenty-second Language  | Hebrew           |
| Participant | Twenty-third Language   | Yiddish          |
| Participant | Twenty-fourth Language  | Ukrainian        |
| Participant | Twenty-fifth Language   | Belarusian       |
| Participant | Twenty-sixth Language   | Latvian          |
| Participant | Twenty-seventh Language | Lithuanian       |
| Participant | Twenty-eighth Language  | Lettonian        |
| Participant | Twenty-ninth Language   | Maltese          |
| Participant | Thirtieth Language      | Irish            |
| Participant | Thirty-first Language   | Welsh            |
| Participant | Thirty-second Language  | Scottish Gaelic  |
| Participant | Thirty-third Language   | Manx             |
| Participant | Thirty-fourth Language  | Basque           |
| Participant | Thirty-fifth Language   | Catalan          |
| Participant | Thirty-sixth Language   | Provençal        |
| Participant | Thirty-seventh Language | Northern Italian |
| Participant | Thirty-eighth Language  | Central Italian  |
| Participant | Thirty-ninth Language   | Southern Italian |
| Participant | Fortieth Language       | Sicilian         |
| Participant | Forty-first Language    | Calabrian        |
| Participant | Forty-second Language   | Pugliese         |
| Participant | Forty-third Language    | Basilian         |
| Participant | Forty-fourth Language   | Apulian          |
| Participant | Forty-fifth Language    | Marche           |
| Participant | Forty-sixth Language    | Emilian          |
| Participant | Forty-seventh Language  | Lombard          |
| Participant | Forty-eighth Language   | Piedmontese      |
| Participant | Forty-ninth Language    | Ligurian         |
| Participant | Fiftieth Language       | Genovese         |

|              |                                              |            |              |              |
|--------------|----------------------------------------------|------------|--------------|--------------|
| CF 929441030 | Hamilton Place<br>Refurbish<br>Exterior Sign | \$230,000. | \$164,132.   | \$ 65,868.   |
| CF 929541015 | Convention<br>Centre Carpet<br>Replacement   | \$350,000. | \$222,747.08 | \$127,252.92 |
| TOTAL:       |                                              |            |              | \$260,121.47 |

1996 Operating Budget

**THAT MANAGEMENT REPORT ON A PROCESS AND TIMETABLE FOR THE 1996 OPERATING BUDGET AT THE NOVEMBER, 1995 MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE.**

**MOTION CARRIED.** Mr. Kujavsky requested that in respect of the *Consolidation of Capital Reserves* he be recorded as opposed. Mrs. Isbester confirmed that the reserve accounts will be broken down internally for the Board's information.

**C. Marketing and Sales Committee Second Report**

Considerable discussion took place respecting the recommendation for *Budget Provision for Promotions/Co-Promotions*. Alderman Charters expressed his concern respecting the aggregate amount of risk exposure the Board could be responsible for; however, it was clarified that the Managing Director/CEO will be presenting the Marketing and Sales Committee as well as the full Board with the option to either approve or reject acts/events as they are being negotiated. Further discussion resulted in the addition of the last paragraph to management's recommendation which ensures that the full Board receives a monthly report detailing the amount of its current risk. It was

**MOVED** by Mr. Ryder, seconded by Alderman Anderson that

**THE MARKETING AND SALES COMMITTEE SECOND REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED AS AMENDED:**



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Budget Provision for Promotions/Co-Promotions

EFFECTIVE JANUARY 1, 1996 COPPS COLISEUM BE DESIGNATED AN "OPEN" FACILITY FOR CONCERT ACTIVITY; and

THAT THE MANAGING DIRECTOR/CEO BE AUTHORIZED TO PROMOTE/CO-PROMOTE ENTERTAINMENT AND SPORTS EVENTS (i.e. concerts, hockey games, etc.) HAVING A TALENT FEE OF \$150,000. U.S. PER EVENT OR LESS FOR H.E.C.F.I. FACILITIES; and

THAT ANY TALENT FEE IN EXCESS OF \$150,000. U.S. BE APPROVED BY THE H.E.C.F.I. BOARD WITH THE FOLLOWING PROVISIO:

- (i) THAT IN THE EVENT TIME IS OF THE ESSENCE, THE \*BOARD AND COMMITTEE CHAIRMEN WILL BE REQUESTED TO PROVIDE THE NECESSARY APPROVAL(S) OR REJECTION(S) AND TO PRESENT A SUBSEQUENT REPORT TO THE NEXT REGULARLY SCHEDULED BOARD MEETING; and

THAT A MINIMUM OF \$150,000. BE ALLOCATED IN THE 1996 OPERATING BUDGET FOR POSSIBLE LOSSES PROMOTING OR CO-PROMOTING EVENTS.

- \* *IN THE EVENT THAT ALL BOARD AND STANDING COMMITTEE CHAIRMEN CANNOT BE AVAILABLE, A QUORUM OF TWO (2) - THE BOARD CHAIRMAN AND ONE STANDING COMMITTEE CHAIRMAN, BE AUTHORIZED TO PROVIDE THE APPROVAL/REJECTION.*

THAT A MONTHLY REPORT BE PRESENTED TO THE FULL BOARD OUTLINING THE NUMBER OF EVENTS BOOKED AND THE CUMULATIVE FINANCIAL RISK ASSOCIATED.



# THE HISTORY OF THE UNITED STATES

The history of the United States is a story of a nation that has grown from a small colony to a global superpower. It is a story of the struggles and triumphs of a people who have shaped the course of the world.

From the first settlers to the present day, the United States has been a land of opportunity and innovation. It has been a place where dreams have been realized and where the future has been shaped. The history of the United States is a testament to the power of the human spirit.

The United States has a rich and diverse heritage. It is a land of many cultures, languages, and traditions. The history of the United States is a story of the people who have made this nation what it is today.

The United States has a long and proud history. It is a nation that has stood for freedom and justice for all. The history of the United States is a story of the people who have fought for these values and who have made this nation a better place for everyone.

The United States is a nation of many faces. It is a land of diversity and inclusion. The history of the United States is a story of the people who have come from all over the world and who have made this nation their home.

The United States is a nation of progress and innovation. It is a land where new ideas are born and where the future is being shaped. The history of the United States is a story of the people who have pushed the boundaries of what is possible.

The United States is a nation of hope and possibility. It is a land where the future is bright and where the dreams of a better world are being realized. The history of the United States is a story of the people who have made this nation what it is today.

Commercial/Non-Profit Rental Rates : Hamilton Place

**EFFECTIVE IMMEDIATELY, NON-PROFIT RENTAL RATES NOT BE MADE AVAILABLE TO ORGANIZATIONS THAT DO NOT FUNCTION AS A PERFORMING ARTS ENTITY.**

Copps Coliseum Display Advertising Sales

**THE AGREEMENT WITH NEON PRODUCTS LTD. AS EXCLUSIVE SALES AGENT FOR INTERIOR DISPLAY ADVERTISING SALES AT COPPS COLISEUM BE RENEWED FOR A ONE (1) YEAR PERIOD, COMMENCING DECEMBER 1, 1995; and**

**THAT A CONTRACTUAL AGREEMENT BE DEVELOPED IN CONSULTATION WITH THE SOLICITORS FOR THE CITY OF HAMILTON IN ACCORDANCE WITH THE TERMS AND CONDITIONS CONTAINED IN MANAGEMENT'S OCTOBER 11TH, 1995 REPORT.**

**MOTION CARRIED.** Aldermen Merling and Charters opposed the motion respecting the *Budget Provision for Promotions/Co-Promotions*.

D. Community Dinner: Gallery of Distinction 1995

**MOVED** by Mayor Morrow, seconded by Mr. Ryder that

**THE H.E.C.F.I. PURCHASE A TABLE OF TEN (10) TICKETS TO THE GALLERY OF DISTINCTION INDUCTEE DINNER TO BE HELD WEDNESDAY, NOVEMBER 15, 1995 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$600.**

**MOTION CARRIED.** Alderman Merling opposed the motion.



THE CITY OF NEW YORK

OFFICE OF THE COMMISSIONER OF EDUCATION  
125 WEST 31ST STREET, NEW YORK 1, N.Y.  
TELEPHONE: 212-312-3000

MEMORANDUM FOR THE RECORD

TO: THE BOARD OF EDUCATION  
FROM: THE COMMISSIONER OF EDUCATION  
SUBJECT: [Illegible]

1. [Illegible]

2. [Illegible]

III. [Illegible]

1. [Illegible]

2. [Illegible]

3. [Illegible]

E. Community Dinner: B'Nai Brith Sports Dinner 1996

**MOVED** by Mr. J. Kujavsky, seconded by Alderman Jackson that

**THAT THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE A TABLE OF TEN (10) TO THE B'NAI BRITH SPORTS DINNER TO BE HELD MONDAY, FEBRUARY 5, 1996 AT THE HAMILTON CONVENTION CENTRE AT A COST OF \$1000.**

**MOTION CARRIED.** Alderman Merling opposed the motion.

2. Correspondence

**MOVED** by Mr. Kay, seconded by Mr. Nelson that

**CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.**

**MOTION CARRIED.**

Messrs. Kay and Nelson commended management for its accommodation of Mr. Lottridge's request that his disabled son meet with the Toronto Maple Leafs.

In respect of the correspondence dated September 26th from representatives of the Greater Hamilton Hotel and Hospitality Association regarding local business, it was agreed that Messrs. Awad, McKeown and Attard will be invited to the November 24th full Regular Board meeting. During discussion the Managing Director/CEO advised that Convention Centre policy is that local events are not solicited; if sales representatives are contacted, events are booked one year out; any local event more than one calendar year out is booked on a tentative basis only.



## 1. Introduction

This document is a report on the results of the study conducted by the research team.

The study was designed to investigate the effects of the intervention on the outcome variable. The results of the study are presented in the following sections.

The study was conducted in a controlled environment and the results are presented in the following sections.

## 2. Methodology

The study was conducted in a controlled environment and the results are presented in the following sections.

The study was designed to investigate the effects of the intervention on the outcome variable. The results of the study are presented in the following sections.

## 3. Results

The results of the study are presented in the following sections. The study was designed to investigate the effects of the intervention on the outcome variable. The results of the study are presented in the following sections.

The study was designed to investigate the effects of the intervention on the outcome variable. The results of the study are presented in the following sections. The study was conducted in a controlled environment and the results are presented in the following sections.

3. Minutes of Regular Meeting Held September 29, 1995

**MOVED** by Mr. Kay, seconded by Alderman Jackson that

**THE MINUTES OF THE SEPTEMBER 29, 1995 REGULAR MEETING BE APPROVED.**

**MOTION CARRIED.**

4. Business Arising From the Minutes

4.1 Financial Summary for the Nine Month Period Ended September 30, 1995

**MOVED** by Mr. Kay, seconded by Alderman Merling that

**THE REPORT, FINANCIAL SUMMARY FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1995, BE RECEIVED.**

**MOTION CARRIED.**

Mr. Kay commended management for its good work in achieving the additional event bookings which resulted in revenue exceeding budget and an under-expenditure of the municipal contribution in the amount of \$377,192.

4.2 Starting Time of Regular Board Meetings

Following a brief discussion it was

**MOVED** by Alderman Merling, seconded by Alderman Charters that

**THE REGULAR BOARD MEETINGS BEGIN AT 9:00 A.M.**

**MOTION CARRIED.**



Page 1 of 1  
Date: 1/1/2020  
Time: 10:00 AM

1. The purpose of this document is to provide a clear and concise overview of the project's goals and objectives. It is intended to serve as a reference for all team members and to ensure that everyone is working towards the same goals.

2. The project is designed to be completed within a six-month period. The timeline is flexible, but it is important to stay on schedule and to communicate any delays or changes as soon as possible.

3. The project is a collaborative effort, and the success of the project depends on the contributions of all team members. It is important to communicate regularly and to work together to solve any problems that arise.

4. The project is a complex task, and it is important to break it down into smaller, manageable tasks. This will help to ensure that the project is completed on time and to the highest quality.

5. The project is a dynamic environment, and it is important to be flexible and adaptable. Changes may arise, and it is important to be able to respond to them quickly and effectively.

5. Private and Confidential

**MOVED** by Mr. Kujavsky, seconded by Alderman Jackson that

**THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 10:15 A.M.**

**MOTION CARRIED.**

**MOVED** by Mr. Monzavi, seconded by Mr. Kujavsky that

**THE IN-CAMERA SESSION BE ADJOURNED AT 11:10 A.M.**

**MOTION CARRIED.**

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, November 24, 1995

Location to be Determined

9. Adjournment

The meeting adjourned at 11:12 a.m.



Page 12

### 2. Board of Directors

RESOLVED, that the Board of Directors of the Company do hereby

authorize the President and the Secretary of the Company to execute

any and all documents necessary to carry out the foregoing

and to take any and all action which may be deemed appropriate

in connection with the foregoing.

WITNESSED my hand and the seal of the Company this 17th day of

October, 1995.

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary

WITNESSED my hand and the seal of the Company this 17th day of

October, 1995.

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary

The foregoing resolution was adopted by the Board of Directors of the Company on this 17th day of October, 1995.

TAKEN AS READ AND APPROVED

\_\_\_\_\_  
Mrs. Mary Dow, Chair

\_\_\_\_\_  
Patricia Bennett, Secretary



1977-1978

1978-1979

1979-1980

1980-1981

1981-1982

1982-1983



Hamilton  
Entertainment  
and Convention  
Facilities Inc.

4.1

**Financial Summary**  
**For The Ten Month Period Ended October 31, 1995**

**Actual Results**  
**For the Ten**  
**Month Period Ended**  
**October 31, 1994**

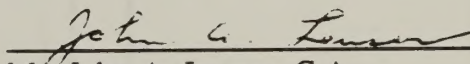
|                     |                              | (1)                 | (2)                 | (3)                                                                        |
|---------------------|------------------------------|---------------------|---------------------|----------------------------------------------------------------------------|
|                     |                              | <u>Budget</u>       | <u>Actual</u>       | <u>Favourable</u><br><u>&lt;Unfavourable&gt;</u><br><u>Budget Variance</u> |
| \$4,865,381.        | Revenue                      | \$4,997,499.        | \$5,594,973.        | \$597,474.                                                                 |
| <u>6,925,145.</u>   | Expenses                     | <u>7,045,585.</u>   | <u>7,268,623.</u>   | <u>&lt;223,038.&gt;</u>                                                    |
|                     | Excess of Expenses           |                     |                     |                                                                            |
| <u>\$2,059,764.</u> | Over Revenue From Operations | <u>\$2,048,086.</u> | <u>\$1,673,650.</u> | <u>\$374,436.</u>                                                          |

**Comments:**

HECFI's municipal contribution was under-expended by \$374,436. (see row 3, column 3 above) for the ten month period ended October 31, 1995. This represents a decrease of \$2,756. in the under-expended amount reported to you last month for the nine month period ended September 30, 1995.

The favourable results for the ten month period arose primarily due to revenue exceeding budget by \$597,474. or 12.0% while expenses incurred to service this additional revenue increased by only \$223,038. or 3.2%.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

  
Mr. John A. Leuser, C.A.  
Director of Finance and Administration

1995 November 14



41

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COMMERCE



For the Secretary of Commerce  
Washington, D.C.

| Name                |  | Address                         |  | City             |  | State                |  | Zip   |  |
|---------------------|--|---------------------------------|--|------------------|--|----------------------|--|-------|--|
| Mr. J. Edgar Hoover |  | Federal Bureau of Investigation |  | Washington, D.C. |  | District of Columbia |  | 20535 |  |
| Mr. W. A. Rorer     |  | U.S. Department of Commerce     |  | Washington, D.C. |  | District of Columbia |  | 20540 |  |
| Mr. C. V. Whelan    |  | U.S. Department of Commerce     |  | Washington, D.C. |  | District of Columbia |  | 20540 |  |
| Mr. J. B. Connelley |  | U.S. Department of Commerce     |  | Washington, D.C. |  | District of Columbia |  | 20540 |  |
| Mr. J. B. Connelley |  | U.S. Department of Commerce     |  | Washington, D.C. |  | District of Columbia |  | 20540 |  |

The following information was obtained from the records of the U.S. Department of Commerce, Bureau of Economic Warfare, on February 1, 1962.

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U.S. DEPARTMENT OF COMMERCE  
BUREAU OF ECONOMIC WARFARE  
WASHINGTON, D.C.

February 1, 1962

# THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

|                                                   | (1)                      | (2)                                                                                         | (3)                                                                                       | (4)                | (5)                                              | (6)                                                                                       |
|---------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------|
|                                                   | Annual<br>1995<br>Budget | Budgeted<br>Operating<br>Results For<br>The Ten<br>Month<br>Period Ended<br>October<br>1995 | Actual<br>Operating<br>Results For<br>The Ten<br>Month<br>Period Ended<br>October<br>1995 | Amount             | Favourable/<br>(Unfavourable)<br>Budget Variance | Actual<br>Operating<br>Results For<br>The Ten<br>Month<br>Period Ended<br>October<br>1994 |
| <b>REVENUE</b>                                    |                          |                                                                                             |                                                                                           |                    |                                                  |                                                                                           |
| RENTAL, LICENCE FEES AND SHOW REVENUE             | \$1,689,770              | \$1,379,570                                                                                 | \$1,519,937                                                                               | \$140,367          | 10.2%                                            | \$1,247,870                                                                               |
| OTHER RENTALS                                     | 507,330                  | 413,902                                                                                     | 362,611                                                                                   | (51,291)           | -12.4%                                           | 304,294                                                                                   |
| FOOD, BEVERAGE AND CONCESSIONS                    | 1,886,020                | 1,530,090                                                                                   | 1,641,334                                                                                 | 111,244            | 7.3%                                             | 1,529,694                                                                                 |
| RECOVERIES                                        | 1,489,700                | 1,204,563                                                                                   | 1,553,331                                                                                 | 348,768            | 29.0%                                            | 1,287,921                                                                                 |
| BOX OFFICE                                        | 337,290                  | 268,205                                                                                     | 282,089                                                                                   | 13,884             | 5.2%                                             | 299,089                                                                                   |
| OTHER                                             | 248,370                  | 201,169                                                                                     | 235,671                                                                                   | 34,502             | 17.2%                                            | 196,513                                                                                   |
| <b>TOTAL REVENUE</b>                              | <b>\$6,158,480</b>       | <b>\$4,997,499</b>                                                                          | <b>\$5,594,973</b>                                                                        | <b>\$597,474</b>   | <b>12.0%</b>                                     | <b>\$4,865,381</b>                                                                        |
| <b>EXPENSES</b>                                   |                          |                                                                                             |                                                                                           |                    |                                                  |                                                                                           |
| OPERATIONS - ADMINISTRATION                       | \$348,240                | \$290,723                                                                                   | \$293,584                                                                                 | (\$2,861)          | -1.0%                                            | \$277,535                                                                                 |
| FOOD AND BEVERAGE                                 | 1,598,160                | 1,314,578                                                                                   | 1,397,509                                                                                 | (82,931)           | -6.3%                                            | 1,352,064                                                                                 |
| EVENTS DELIVERY                                   | 2,182,160                | 1,807,054                                                                                   | 2,082,771                                                                                 | (275,717)          | -15.3%                                           | 1,736,160                                                                                 |
| BUILDING OPERATIONS                               | 1,468,020                | 1,225,494                                                                                   | 1,221,315                                                                                 | 4,179              | 0.3%                                             | 1,129,341                                                                                 |
| MARKETING AND PROMOTION                           | 1,504,560                | 1,181,690                                                                                   | 1,131,219                                                                                 | 50,471             | 4.3%                                             | 1,137,138                                                                                 |
| ADMINISTRATION - CEO/BOARD                        | 298,800                  | 250,038                                                                                     | 240,906                                                                                   | 9,132              | 3.7%                                             | 237,798                                                                                   |
| PROFESSIONAL FEES                                 | 40,690                   | 33,442                                                                                      | 19,752                                                                                    | 13,690             | 40.9%                                            | 30,506                                                                                    |
| FINANCE AND ADMINISTRATION                        | 648,610                  | 541,460                                                                                     | 506,183                                                                                   | 35,277             | 6.5%                                             | 549,968                                                                                   |
| BOX OFFICE                                        | 353,160                  | 291,796                                                                                     | 284,587                                                                                   | 7,209              | 2.5%                                             | 292,133                                                                                   |
| INSURANCE                                         | 131,170                  | 109,310                                                                                     | 90,797                                                                                    | 18,513             | 16.9%                                            | 103,292                                                                                   |
| PROVISION FOR CAPITAL REPLACEMENT                 | 0                        | 0                                                                                           | 0                                                                                         | 0                  | 0.0%                                             | 79,210                                                                                    |
| <b>TOTAL EXPENSES</b>                             | <b>\$8,573,570</b>       | <b>\$7,045,585</b>                                                                          | <b>\$7,268,623</b>                                                                        | <b>(\$223,038)</b> | <b>-3.2%</b>                                     | <b>\$6,925,145</b>                                                                        |
| EXCESS OF EXPENSE OVER<br>REVENUE FROM OPERATIONS | \$2,415,090              | \$2,048,086                                                                                 | \$1,673,650                                                                               | \$374,436          | 18.3%                                            | \$2,059,764                                                                               |
| CONTRIBUTION FROM THE CITY                        | \$2,415,090              | \$2,048,086                                                                                 | \$2,048,086                                                                               | \$0                | 0.0%                                             | \$2,110,250                                                                               |
| <b>UNDER EXPENDED MUNICIPAL CONTRIBUTION</b>      | <b>\$0</b>               | <b>\$0</b>                                                                                  | <b>\$374,436</b>                                                                          | <b>\$374,436</b>   | <b>0.0%</b>                                      | <b>\$50,486</b>                                                                           |

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.





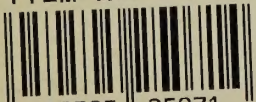




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